DOCUMENT RESUME

ED 211 091 IR 009 916

AUTHOR Matthews, M. S., Jr., Ed.
TITLE Who Runs Your Library? Proceedings of the 1978 Library Trustees Conference (Montgomery, Alabama).
INSTITUTION Alabama Public Library Service, Montgomery.
PUB DATE Nov 78
NOTE 112p.

EDRS PRICE MF01/PC05 Plus Postage.
DESCRIPTORS Budgeting; *Governing Boards; Legal Responsibility; *Library Administration; Library Expenditures; *Library Planning; Policy Formation; State Federal Aid; *Trustees; Workshops
IDENTIFIERS Alabama Public Library Service

ABSTRACT

This report on the second annual conference sponsored by the Alabama Public Library Service (APLS) for public library trustees is an extension of the state's revitalized continuing education for this group, intended to better prepare them to meet their obligations and responsibilities to the libraries and communities they serve. Highlights of this year's conference include APLS and Your Library, by Anthony Miele; APLS Agency Staff and Services, by Moselle Cummings; The Trustee, by Alice Ihrig; State and Federal Aid, by Ernie Laseter; The Legal Environment, by Dr. Robert Criss; The Financial Environment, by Dr. Carl Grafton; The Policy Environment, by Alice Ihrig; and Listen to Your Roots, by the Rev. Robert T. Baggott, Jr. A summary of the conference by Dr. Nancy Bush concludes the proceedings. (RAA)

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Who Runs Your Library?

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PROCEEDINGS OF
THE 1978 LIBRARY TRUSTEES CONFERENCE

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PREFACE TO THE PROCEEDINGS

Anthony W. Miele, Director, Alabama Public Library Service

In 1977 the Alabama library community underwent a quiet revolution when "Who Runs Your Library?" inaugurated the Alabama Public Library Service's revitalized continuing education program for public library trustees. To the immense satisfaction of all concerned, the effort proved to be an unqualified success.

It was not that the concept of trustee education was new to our state. Trustee workshops, generally held on a local basis, have been a part of Alabama's library scene since at least the early years of this century. The real significance of the new Alabama Public Library Service initiative in preparing trustees to meet their responsibilities and obligations is found in the fact that the Auburn conferences are designed as part of an ongoing process. As a result they differ from past efforts in that they are:

- held every fiscal year with the conference topics updated periodically to meet changing trustee needs.
- statewide in nature, allowing (1) more sophisticated programs and (2) the interaction of trustees from all over Alabama, enabling them to meet and share experiences.
- funded by the Alabama Public Library Service as an integral part of its plan for the expenditure of federal funds made available to the state library agency under the federal Library Services and Construction Act.
- jointly sponsored by the Alabama Public Library Service, the Trustees and Friends Division and Public Library Division of the Alabama Public Library Association, and the Department of Educational Media and Office of Continuing Education at Auburn University.

As previously mentioned, in 1977 the idea worked. In 1978, when the conference planners offered an improved version of the conference, "Who Runs Your Library?-1978," the idea worked even better.

These pages summarize the knowledge provided for the public library trustees through the 1978 conference experience. As with the proceedings of the previous year, a copy of this work will be sent to every public library trustee within the state, to every Alabama public library, and to the library agencies and library associations of our

sister states. The aim of this widespread distribution has been, and will continue to be, to share the benefits of this educational experience with the broadest possible audience.

As is ever the case, the design and execution of the conference effort involved a number of individuals and organizations. In addition to the organizations already cited, I would like to offer special thanks to West Point Pepperell for its efforts on the trustees' behalf. In regard to individuals, the following men and women were vital to the success of the 1978 experience:

Representing Auburn University: Dr. Nancy Bush, Head, Department of Educational Media; Mrs. Nancy "Missy" Kuykendall, Continuing Education Specialist; and Dr. M. S. Matthews, Jr., Director of Continuing Education.

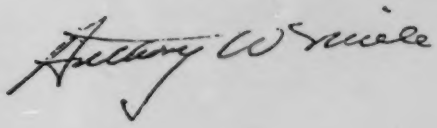
Representing the Trustees and Friends Division: Mr. Jim Frank Clark, Past-Chairman; Mrs. Mildred Harrison, Chairman; and Mrs. Kay Vowvalidis, Secretary.

Representing the Public Library Division: Mr. Gillis Doughtie, Chairman; Mr. Frank Walker, Past-Chairman.

Representing the Alabama Public Library Service: Mr. Bill Crowley, Continuing Education Consultant,

These fine men and women committed themselves to the trustee education to a degree far above what could be expected. Still, I believe they join me in the belief that the primary reason for the success of the 1978 conference, as it was with the 1977 edition, was the interest and dedication shown by the speakers and the trustees themselves. Their interaction, and the concern they expressed for the provision of the public library service to the people of Alabama, was both inspirational and gratifying.

I have said it many times before, the future development of library service within our state must be carried on the strong shoulders of our public library trustees. The annual conferences are simply one way APLS can contribute to assisting the work of the men and women who have accepted the burden of ensuring that the residents of Alabama receive a level of library service equal to their needs.



These Proceedings were developed from audio recordings of the 1978 Trustee Conference. In some instances, commentary from the audience was not clearly recorded and could not be included. In some cases, it was necessary to reconstruct parts of an address, and the editor apologizes to any speaker whose published remarks are not faithful to those delivered.

These Proceedings were financed by funds from Title I of the Library Services and Construction Act.

November 1978

M. S. Matthews, Jr., Editor

WELCOME TO AUBURN

Dr. Gene A. Bramlett, Vice President for Extension and Public Service, Auburn University

It is a great privilege to welcome you to Auburn University. In one sense that is unnecessary because anyone who is familiar with Auburn knows that you are welcome here anytime.

But this does give me an opportunity to tell you a few things about the institution. We're not exactly on the campus now; someday, we will have a Continuing Education Center right on campus where you can mingle with our students and faculty and know you are at Auburn. In the meantime, we must do the best we can. We do have some very definite plans under way for a Center, and I hope within a very short time--you know, it takes a long time to even build a large center--but in two or three years we hope to have a Continuing Education Center at Auburn.

So let me tell you a few things about Auburn. It's an old institution with roots dating back to 1856 when it was started by the Methodist Church. Well, like most Methodists--and I can say this since I am one--they couldn't afford to maintain the college so they turned it over to the State. Then, in 1872, it became a land-grant institution. It has its roots in science and technology, but it has not neglected the humanities; that's one of the things that makes me proud of Auburn University. We believe that an engineer, no matter how technically competent he is, ought to know a little about music and a little about art. Incidentally, he should know how to use a library, too. So, the humanities have not been neglected, particularly since President Philpott came in 1965.

Well, what does it mean to be a land-grant college? There's a long and glorious history behind such schools. They go back to 1862 when Justin Morrell almost single-handedly, at the beginning of the Civil War, got through the congress an act now known as the Morrell Act which eventually established in each state a land-grant institution.

Ten years later, Auburn was designated as the land-grant institution for this state. Since then, beginning in 1890, there have also been Black institutions with the same designation. In Alabama we have the unique distinction that Tuskegee Institute,

while not a land-grant institution, is one for all intents and purposes because they have the full benefit of all federal funds that are provided to land-grant institutions. Our other 1890 land-grant institution is Alabama A&M.

As a land-grant school, we have three basic missions. One is teaching, one is research, and the other is extension and public service. We've always prided ourselves at Auburn on being a good teaching program. We believe that is extremely important. We do not want students to come here and be subjected to professors who are not interested in their subject or who do not know how to teach. So the quickest way to get drummed out of Auburn is to be a poor teacher. Nationally and even internationally--with our Fisheries International Aquaculture program--we have the reputation of being a good teaching institution.

Until 15 or 20 year ago, Auburn didn't pay much attention to research, except in agriculture. Then it decided that it was falling behind and a large effort went into research. Now we have a program somewhere between 18 and 22 million dollars on both basic and applied research. I gave you a range because at any particular time it's difficult to specify exactly how much will be spent in any one year because some of the contracts run for a period longer than a year. But if you summed it up, it would be at least 18 million and probably closer to 22 million each year.

We have a rather significant extension program at Auburn. About 22 million dollars a year go into that activity, most of which is expended through our Cooperative Extension Service. We have been working diligently during the last year to further develop our Continuing Education program and also our general extension program. But 22 million dollars is nothing to sneeze about. It doesn't compare with the University of Wisconsin's 45-million-dollar extension program, but we're pretty proud of what we're doing in all areas of extension and public service.

The current enrollment at Auburn is 18,105. Add to that about 4400 at Auburn University at Montgomery, and then add to that 22,000 by head-count enrolled in short courses, conferences, workshops annually--programs such as this one--and it makes for a large university.

Our current budget is about 130-140 million dollars. And again, I give you a range for the same reason as I did in research--we don't know how much will come to the University during the given budget year, but it is a sizable amount of money. We don't get enough, we always say. But it all means, I think, that we're not a small university and while we're not as large as the University of Illinois or Ohio State--we're probably half that size--we are big enough to do most of the things we want to do.

Now, in any kind of welcoming comments, I think it's appropriate to tell a story or two. I looked in my file for a good librarian story and I could only find one.

My friend Dean Rusk, when he was Secretary of State, dedicated a large library, in Washington, D.C., and gave the keynote address. Now, Dean Rusk is a very open person. He told this story about himself. After dedicating the library, he felt pretty good about himself and on the way home he said to his wife, "You know dear, there are really not many truly great men in the world." There was a moment of silence and then she said, "One less than you think, dear."

On behalf of President Philpott and Dr. Taylor Littleton who is Vice President for Academic Affairs and a great friend of libraries everywhere, I do welcome you to Auburn and hope that this conference will be satisfying to you.

WELCOME FROM THE TRUSTEES AND FRIENDS

Mrs. Mildred Harrison, President, Trustees and Friends Division, Alabama Library Association

I'm glad to bring you welcome from the Trustees and Friends Division. I won't tell you how many years I've been a trustee. It dates way back. I was once a librarian; then I was on the executive board for APLS, and I've been chairman of the Shelby County Board for a number of years.

I know you and I stand on common ground when we talk about county chairman or county trustees and when we have to go to the commissioners and plead once a year. We have a lot in common. And when we leave here tomorrow, we will have even more in common.

When we leave here tomorrow, we will be just chock-full of good information to go back and do a better job as Friends and as Trustees. I know that the excellent APLS staff and the excellent Continuing Education staff at Auburn are going to fill us full of good things.

And we're probably going to feel like the old man who sat in the back of a small church during a revival service. I know we've got some friends from Illinois and New York here, and in case they don't know what a revival is--it's where the preacher preaches and preaches and preaches until you're full of real good ideas and you're inspired to go forth and do a better job. Well, this old man was sitting on the back pew, and while the preacher was preaching away, a piece of plaster fell down and hit the old man on the head and knocked him to the floor. The congregation rushed around him, picked him up and dusted him off, and put him back in his seat.

And the preacher was so full of what he was saying, he went right on preaching while the people said to the old man, "Well, how are you feeling?" He blinked his eyes a couple of times and rolled them Heavenward and said, "Hit me again, Lord. I can still hear him."

So when we leave here tomorrow, we'll feel like, "God, hit us again. He's still talking."

Thank you.

GETTING ACQUAINTED

Dr. Nancy Bush, Head, Department of Educational Media, Auburn University

Introduction

M. S. Matthews, Jr., Director of Continuing Education, Auburn University

I have not looked at the distribution of locations from which you have come, but I think you probably represent all areas of the state of Alabama; some of you are strangers to each other. We hope that by the time you leave none of you will be strangers to each other. We have with us today to assist in that process, Dr. Nancy Bush, who is responsible for the Educational Media Program at Auburn University.

Her graduates go out to work in library and related services, and she has long been a friend of libraries. She has been head of our department of Educational Media since June of 1976. Before she came here, Dr. Bush was the assistant to the Vice Chancellor of Academic Affairs at Appalachian State University. She holds Bachelor's Degrees from Westchester State College and from the New Jersey College of Commerce and the Master of Library Science from Florida State University. In addition, she holds an advanced Master of Science degree and an interdisciplinary Ph.D. Beyond that, she has done post-doctoral work at Florida State, Harvard, and the Universities of Moscow and Lenningrad.

She has served as branch development director of the Miami-Dade and Jacksonville-Duvall County Library Systems. She has worked with dedicated library trustees for more than 12 years. She is committed to providing trustees with all the resources they may possibly need to carry out their many responsibilities.

She chairs the APLS standing committee on continuing library education, and she views trustees as the mainstay of the future of public library service. I'm delighted that she's with us today and to present her to you.

Thank you, Maury.

Dr. Bramlett missed one thing. You are in the Loveliest Village and if you go uptown, you'll find we're making it lovelier.

Now, "getting acquainted." We're all here together as friends, and we want you to experience this program on an informal and friendly basis. Now, you can't be friends with somebody unless you know a little bit about them, so we have a little exercise we're going to do. This exercise is just so that we can get to know each other so we can help each other and share.

I'm really very serious. We all need help in carrying out responsibilities, and trustees need help from their friends even more than ever as money gets tighter. So I want each of you to find out who the person is on your right and on your left--but that's not enough. Then you have to ask the person in front of you or behind you. Find out from three different people, three of your neighbors, who they are. (Audience participation)....

Now, let's take the next step. Don't sit down! All right how, you know three names; you know their libraries. Did you shake their hands? You did shake their hands, didn't you? Sure you did!

All right, now ask those three people how long they've been a trustee...(Audience participation)....

I found somebody who's been a trustee forever, and one who has served three years. Now, the next thing to find out is why your three new friends are trustees. Why are your three new friends trustees? (Audience participation)....

Now, how long would they like to continue being a trustee? (Audience participation)

OK. One of my friends just told me that he wants to be a trustee as long as he does his job. Another one said for two more years, and the third one really doesn't quite know.

What's the most fun about being here? Find out from your new friends. What's the most fun about being here? (Audience participation)....

One of my new friends said, "Getting things done." Another one said, "Well, a fringe benefit is free entrance to all the football games."

OK. Now it gets a little heavier. What's the biggest problem in trustees' hands? What is the biggest problem in the library...you don't even have to ask one person. Money. M-O-N-E-Y.

Well, this is getting a little more serious, isn't it? Share with your three new friends what would help you be a better trustee. What do you need to be a better trustee? (Audience participation)....

One of my trustees said they need some continuing education. Another said they need more time. And, as a trustee of a small, private institution, I need more trustees who aren't so interested in sports.

OK. Now, right here this afternoon, you have demonstrated to one another that trustees are a talent bank. The greatest human resource that public library service has in the State of Alabama. Now let's remember that this Alabama talent bank of trustees is much larger than this room because those of you assembled here today only represent one or two of all the folks back home. We want to try to help you to do your job better. And we hope you enjoy this conference in the Loveliest Village that's getting lovelier every day.

APLS AND YOUR LIBRARY

Anthony W. Miele, Director, Alabama Public Library Service

Introduction
Dr. William C. Highfill, Director of Libraries, Auburn University

Last year, in a moment of weakness, I agreed to run for President of the Alabama Library Association from the Trustees Division. Something happened and I won. However, I am informed by our Executive Secretary that our membership is down slightly in the Trustees division for this year. Having brought along some membership forms, I will leave them at the front desk. All you need to do to join the Alabama Library Association is fill out a form, write a check for $5.00, send it to the address given in the lower left-hand corner. This will make you a full-fledged member of the Alabama Library Association and of the most important division of that Association--the Trustees and Friends Division.

Now, to my assigned task: Tony Miele came to Alabama from the State of Illinois and the Illinois State Library, located in Springfield, in 1975. In three years, and I would say short, but they haven't been short--they have been rather interminable, Tony has accomplished much. State aid to public libraries during Tony's tenure has increased from eight cents per capita to thirty-one cents. Forty cents now, Tony says.

Tony Miele has seen the opening of a 50,000 square-foot building housing the Regional Library for the Blind and Physically Handicapped which is at this moment perhaps the prototype library of its kind for the United States. It has the best of equipment and some building innovations which have heretofore not existed in libraries for the blind and physically handicapped. If you have not seen it, it will be worthwhile for you to visit Montgomery for the sight.

In addition, Tony has been instrumental in obtaining a $200,000 federal grant to help produce "Perspectives: The Alabama Heritage," a series of six hour-long video tapes on the literary history of the State of Alabama.

We have recently received at Auburn, as have a number of other libraries in the State, something called ALICAT, which is a Union List of library holdings. It contains something in the neighborhood of several hundred thousand items and is comprised of the holdings in the Birmingham Public Library, plus other libraries in the State of Alabama which belong to SOLINET. If you don't know what SOLINET is, ask your librarian when you

get home. Your librarian may be ready to move in that direction.

This is but a beginning for all of us in Alabama who share with each other the resources of our various libraries: public, academic, and other.

Finally, Tony has directed and been instrumental in seeing that a systems study be done of all of Alabama's libraries receiving state funding, a study that when completed--in some three or four months--will be used across the State to explain thoroughly the status of library service within Alabama and bring it to the attention of citizens, librarians, and library trustees.

Tony is a former public library director. He is very aware of the importance of the library trustees. He is committed to them.

I never know what Bill will say. I literally sit on the edge of my seat when he introduces me. I think I feel pretty good about what he said today, but I'm not quite sure yet.

Really, it's a great deal of pleasure for me to have this opportunity to talk with you today and to welcome you to this second annual and continuing trustee workshop program. We're going to be doing this from now on until eternity as long as we last. I know it's difficult for you to travel many miles to get here, but it bears out your dedication. What you're doing for your library is uppermost in your mind, otherwise you wouldn't be here today.

Hopefully in the future we can have more than one conference a year, so that you won't have so far to travel. I was told once by one of my trustees that there's an old saying in Alabama: "You make haste slowly," so I'm slowly making haste. We're working our way to having more than one trustee workshop a year, and I think we may be ready next year.

It's also an extremely delightful and distinctive pleasure to see these two ladies sitting over here on the right--Mrs. Drew and Mrs. Harrison--because if it weren't for them I might not be here. They're part of the board that existed when I came to Alabama, so if you like me you can tell them so, and if you don't like me, you might leave it unsaid.

My main purpose this afternoon is to tell you a little about the Alabama Public Library Service. At first, when the planning committee wanted me to do this, I objected somewhat because I felt that it was important to have more time for you to learn more things about being a good trustee. But they convinced me that it was equally important for you to know more about what the Alabama Public Library Service is, who our staff are, and what they do. While you may have heard something about them or may have talked to them over the telephone, or seen names in correspondence, today will give you the opportunity to meet them personally.

So, I'm not going to talk to you very long. I have several of my key staff here with me today. All of my staff are key staff, but some had to stay to mind the store. They will explain to you what their jobs are for the state agency, what their responsibilities are, and how they relate to you.

The Alabama Public Library Service was founded in 1959. Some people say it was born a little bit before then but I don't count that because it was a Parks and Recreation agency. We became a single library agency in 1959. We are governed by a five-member executive board that is appointed by the Governor. We serve a five-year term. Mr. James Daniel is the chairman of the board, and he no doubt would have been with us here today, except he's very ill--but, thank goodness he is well on the way to recovery right now.

Our main responsibility is to act as an advisory and coordinating agency for public libraries in the State of Alabama. In addition, we provide services to the state legislature and to state employees.

Under the Library Services and Construction Act, which we refer to as LSCA--you'll hear that term later--we also have a responsibility to develop cooperative and coordinated programs with other types of libraries. You see the results of one of these things here today in this trustee workshop at Auburn University. So, we do have a broader range of responsibility than our name would indicate.

In actual practice, APLS is the state library agency for the State of Alabama. We perform all the functions of any state library agency in the country. It's just a matter of time before we can get a bill through the legislature to have our name officially changed to the Alabama State Library Agency.

Our example of interlibrary coordination is the Union catalog that Bill referred to--the machine you saw on the table where you registered displays the holdings of seven libraries, plus those of APLS and the Montgomery City/County library. The seven libraries are seven academic libraries: Auburn, Alabama at Tuscaloosa, Alabama at Birmingham, Jacksonville State, Troy State, Springhill College, and the University of South Alabama. This is the first time anything has been done in this area.

It is called the Alabama Interlibrary Catalog. We affectionately call it "Alleycat." A-L-I-C-A-T. The logo for the catalog will have a great big Cheshire cat sitting on a fence. One thing about librarians is that we're so full of acronyms. We sometimes end up talking just in acronyms, and we don't even know what we're saying to each other; SOLINET, ALICAT, APLS, LSCA, ESCA: You could go on and on until you have made a sentence. It's an interesting exercise.

Two of the main reasons I was hired for the APLS job were my experience and background in developing and working with systems. I came from a state that was one of the few successful states in developing library systems, which is one of the things that our

Board is very interested in doing. We appointed a System Development Committee which consists of representatives from all types of libraries--academic libraries, public libraries, and school, junior college, and special libraries. You may wonder--"What is a library system?"

All of the arrangements shown on this chart are one form or another of the regional system concept. Right now in Alabama it's not an organized concept. It has developed over the years because of the many problems libraries have had in supporting each other. Out of necessity, some libraries banded together to help each other out, and that is how we ended up with some of these "systems." It was a matter of survival in some cases.

An organized method of systems is our goal. We have talked about these systems, and we have talked about what they should be. Should they be public library systems? A public library system would be one in which all the public libraries work together in districts. Each district would be funded according to the population per square mile and a few other factors. Or, should we think about broadening our scope and look toward the development of a "multi-type" library system--a network consisting of all kinds of libraries?

All libraries, no matter what kind they are, have only one goal. Whether it is a school library, academic or public--no matter what kind, there is but one goal: to provide the best possible library service in the most economical and efficient way for all our patrons. We all have patrons. The academic library calls them students. The school libraries call them students. The special libraries call them their special clientele. We call them patrons. We may call them users in the public libraries. Regardless, they are all users of library materials, and the only goal and the only responsibility that we have is to provide them the best possible service. This must be kept clearly in mind when we hear talk throughout the State about "multi-type" library systems.

I don't care about libraries, to be perfectly frank with you--I care about the people who use libraries, because as has been said, "People don't exist to serve libraries; libraries exist to serve people." That phrase puts our work in the right perspective. Librarians sometimes have a problem, and I'm a librarian--in that we can get absorbed in thinking about our own vested interests and our own little world of serving people, instead of thinking about all of the people out there that we should be serving.

SOLINET is the Southeastern Library Network. As a member of SOLINET, we have a computer terminal which looks like a little TV set with a typewriter keyboard beneath it. It is hooked up by telephone lines to a computer in Columbus, Ohio. We type our requests on the typewriter keyboard, and we get a picture on the screen which shows us all the information we usually see on a catalog card. It is as though the catalog card appears on the TV screen. Any book which has already been cataloged by another library, and there

are fifteen hundred libraries in this country including APLS that belong to the network, can be located on our terminal. One service we get out of this system is that after we have seen the record for the book we requested, we can type a message that tells the computer to please send us a set of catalog cards, according to the specifications for catalog cards which are on file for us--how many cards we want and the way we wanted them printed. Within a week to ten days, we get a set of catalog cards already in alphabetical order--at much less cost than we could do it ourselves.

Now, to get back to the librarian I was telling you about. I said to this librarian, "wouldn't this be great," I said, "if we could provide this service at APLS for all libraries out in the field? As a part of our federal fund projects, we could provide the catalog cards to you for free." Do you know what this librarian said to me? She said, "Well, I catalog books."

"Yes," I said, "but just think, you wouldn't have to catalog those books any more." And she said to me, "Then what would I do?"

And I said, "Well, you could spend time out there in front where you could work with your patrons and provide them with the kind of service they should get." So part of our problem is our own fault.

The biggest part of my job is with the Legislature trying to persuade them to our beliefs that Alabama must stop being the least funded state in the country for public library support. Even though we've gone up from 5¢ to 40¢, we're still the lowest in the Southeast. Let us not forget that. Let's not get too overconfident because we've gone up to 40¢. We've still got a long, long way to go. Our neighbor, Mississippi, is around 80-some cents and our neighbor on the other side, Georgia, is $1.47. I thought we were catching up with South Carolina because they were at 35¢ but now they're up to 50¢. So we haven't caught up with anybody. It does seem like we are closing the gap little by little.

But we can't ever let up on the Legislature. And that's part of your responsibility, too. That's a big, big part of your responsibility because I'll bet many of you know somebody who's coming down to the Capitol. And you can really help by talking to those legislators, by telling them of our needs.

We have a little game planned for you for the Governor's Conference which Mozelle will talk to you about. You're really going to take part in and help us make headway with the Legislature.

I could stand up here and talk to you a long, long time about libraries. I'm a person dedicated to libraries, or I sure wouldn't be here. There are many places where I could be making a lot more money, and you can say that for every single librarian that works in any library, not only in Alabama but anywhere else in the country. Our public librarians

in Alabama are the lowest paid librarians in the State. We are close to $4,000 a year less than the school librarians. Keep that in mind. Four thousand dollars, give or take a dollar or two, four thousand dollars less than the school librarians. If school librarians think they're underpaid, they ought to get a job in a state or public library.

Now, I know it's not all your fault. The problem in Alabama is that we need legislation, tax support for libraries. In many states there is an enabling tax law that allows libraries to levy at a certain number of mills--and when those mills come in, the county commissioner or the city council must give that money to the library. That's the kind of law we're going to have to get in this state. We're going to have to fight for it, and we're going to have to get it. You can't go every single year, literally on your hands and knees, and beg for money for your library. And that's what most of you have to do. We shouldn't have to do that. Our profession is as good as any profession in this world. I as a librarian am proud of my profession and I know the rest of my staff feels the same.

I had one of our patrons, a doctor, who disparagingly referred to someone as a librarian. We have dedicated people in our libraries. And, even though they may not all have the training and education that they might have--which is another thing that we're helping them with--they're out there working extremely hard doing a job that they were thrown into, so to speak--because all of a sudden someone said, "Say, do you want to be the librarian?" One woman told me, "I had never been in the library before," she said, "and now I'm the librarian."

Now when that doctor spoke negatively about librarians, I said, "Now, wait a minute. Most of our librarians, at least those who have gone through the process of getting their degrees, are considered professional people. And as far as I'm concerned, most of those who are working in our public libraries today are professionals even if they don't have degrees."

That's my philosophy on librarianship and that's the way I hope you feel about librarianship. It is a specialized profession. And I hope you can work just a little bit harder--I know you work hard--but just a little bit harder to help your librarian do his or her job.

Now it is time for you to meet some of your APLS staff. Mozelle Cummings is the assistant director. Mozelle will tell you a few things about the Governor's Conference and about some of the special projects that we have underway.

APLS AGENCY STAFF AND SERVICES

Moselle Cummings

The Alabama Public Library Service supplements and compliments other agencies in the state in their work on behalf of the people of Alabama. We are a service-oriented institution, as are all of your libraries.

One of the areas in which we have been increasingly active in recent years is special programs with such institutions or agencies as the National Endowment for the Humanities. Bill mentioned the fact that the Alabama Public Library Service was the recipient of a $200,000 grant from the National Endowment for the Humanities to produce a project called "Perspectives: The Alabama Heritage." That's important.

The fact that APLS and Troy State University jointly sponsored the project which now amounts to over $400,000 is also important. But the most important thing is that the program focuses on the out-of-school adult and is a deliberate and accurately thought-out option to entice adults to use library resources, particularly in the area of the humanities. It is designed to assist them in becoming aware of and using all the resources of the library. So you see, in all, it has a threefold sponsorship. And the films are superb. In all the project is a great thing which you can see in your library through booklets already available for study. The project also includes a special calendar, the Alabama Literary Calendar, which will keep before the eyes of the people every day of the year a reminder that the library is there, ready to serve them. That's one project we're working on; it has already paid off tremendously in publicity and good public relations. We're hoping it will add to research and all those good things. But right now, we're mainly concerned with publicity and good feelings in general.

We also work very closely with the Alabama Committee on the Humanities and Public Policy and have received two grants from them. One of them is providing the services of Dr. Norman Davis who has the grandiose title of Humanist in Residence--and I don't want anybody to make major jokes about human beings and libraries. We have one in residence at APLS, and we're glad to share him throughout the state. One of the things the Committee on Humanities was anxious to do was to spread the word of the things they could do for

sections of Alabama where the least publicity had been in the past.

You see on the map the great white spaces to the southwest. We know that part of the problem is the sparse population, which makes getting together for cooperative activities difficult. Committees have the same problem. So, Dr. Davis has focused most of his attention to this point on that part of the state. He's been to Aliceville, and Eutaw, and Marion, and to many of the other towns. One of the good things about it is that he stirs up such delightful discussions that people ask him back again. Go back and read the Cottonboll article about it if you need an extra program. I think you'll be delighted with it.

The other program, and I mustn't talk too long, one that we are 200% engaged in right now, is the Governor's Conference, about which many of you have heard. Many of you participated in the district meetings throughout the state. Can I see the hands of those who attended one or more of the five district meetings throughout the state?

The reason for the Governor's Conference--something officially called for by Ford when he was in office as a preliminary to the White House Conference to be held in November of 1979 in Washington--is for the people of Alabama to speak up about what they need in the way of library services. I'm not talking about school service or academic service or public service, I'm talking about what the citizens of Alabama need. Where it is, where it needs to be, and how it can be done, how we can work together as a group, what it will cost, and how we can get it. Whatever it costs to get it. It's our one big opportunity and very shortly you'll be seeing in your local newspaper the names of the delegates and alternates who will be participating.

Observers will be welcome. If you aren't a delegate or an alternate, speak to those people. Tell them what to say. Say that you feel a need for more service to the people of Alabama and how you think we can go about getting it. It's great fun to work with these special programs of the Alabama Public Library Service. Our motto, as is yours, is: More and better really quality library service to the people of Alabama.

Sue Medina

My position as a Consultant of the State Library Agency has two facets. Each consultant serves first as a generalist. In that capacity, we work to achieve the goal of excellent library service throughout the state. Second, each of us is a specialist in an area.

As a generalist, I am a liaison between the State Library Agency and the public libraries. Each of us is assigned to assist library boards. Our role is to keep you informed on the library matters that affect you and the state. When possible we attend your board meetings. Further, we are available to assist your librarian in management and program development.

As a generalist, each of us represents the agency by participating in workshops, serving on committees, and other similar professional activities. We are all active at the local, state and national level with our professional library associations.

In my role as a specialist, I am Library Consultant for Planning and Research. Using the input of librarians, citizens throughout the state and the other staff members, I write the long-range plan for library development in Alabama. This document sets forth the objectives that direct our actions in the coming years.

I am available to assist library boards in developing and writing the long-range plans for local library development. I will help you develop the criteria you will use to determine progress toward your goals.

A major activity that takes much of my time right now is the annual report. We're required by statute to obtain reports showing the "conditions, growth, development and conduct" of public libraries throughout the state. These annual reports form the basis of the state library agency's report to the Governor, our Legislature, and to the federal government.

APLS, the state agency, functions as both a grant recipient and as an awarder of grants. Each of you, I know, is familiar with the term LSCA. Each consultant

is available to help you write the proposal for grants that we award from LSCA funds and to help you write proposals to other funding agencies that would assist your program. We help you become aware of available funds, so that you can be successful competitors for those funds.

Another area of specialty is research. This is an important area that is sometimes overlooked. Right now we're working with the Graduate School of Library Service at the University of Alabama to develop a model that will help you decide the best way to extend library services to the people in your community. We're looking at this model to find out about various forms of extension services such as deposit collections, books-by-mail, or bookmobiles.

The bottom line of all our job descriptions is "other duties as assigned." I can assure you that there are many other duties assigned. Each of us can be found doing a lot of unique activities throughout the year. Right now, it's 400% involvement with the Governor's Conference. But whatever our title is and whatever the assignment says, we're all in the agency to serve you as you serve the people in your community.

Miriam Pace

I'm head of the newest division of the Alabama Public Library Service, the Division for the Blind and Physically Handicapped. Our responsibility is to find and to serve those in your community who are blind, visually handicapped, physically handicapped, or who have certain organic dysfunctions such as dyslexia. We also serve the deaf and nonspeaking.

To make my talk a little more show-and-tell than some of our consultants would be able to do, I brought along some of the things that we have so that you can see them. The brochure being handed out was developed by Pat Warner who does public relations for the State Agency. It describes our library.

You know where we are located in Montgomery, and I do hope you as trustees will come and visit with us. Urge your librarians to visit us because working together, we will be better able to find the people in Alabama who need our service. There are approximately 55,000 people we should be serving. Currently we are serving only 6,000, so you must use your influence to locate people in the community who need our special services.

One service is this twin-vision book. You may be very familiar with it. You probably have some in your library. The printed page with illustrations has an overlay of braille, so that blind parents can read to a sighted child or the other way around. These books are very popular.

We also have typical Braille books which are not so pretty, and that's why I started with the other one. They're big and bulky and take up a lot of space, but the Library of Congress (one of our parent organizations), is about to solve that problem. Braille books don't have pretty pictures; they just have bumps. So you have to learn to read the bumps. This is typical braille. They usually come in three volumes to one title.

We also have cassette books which are one of the latest things out. These are very special. The cassette plays six hours because they are 15/16 speed, four track, and can only be played on the special machines we have to dispense from the division library.

We also have talking books on records. The only reason I'm holding them up is because I feel very sure you've got a musical collection in your library, and you know what records are. But these are special.

They are brailled so that a blind person can read them, and if you turn them on the other side, we who are sighted can read the volume and title to check to be sure we have a complete book together.

We have all these services through the courtesy of the National Library Service for the Blind and Physically Handicapped, a part of the Library of Congress. If you want to throw acronyms around, try LCNLSBAPH! As it is, we're APLSBAPH, and that's enough trouble to remember.

The Library of Congress National Library Service for the Blind and Physically Handicapped provides cassettes and records, twin-vision, the braille which you saw, as well as record players and cassette players which are referred to as talking book machines, free of charge.

We, as a state agency, simply serve as a way to get this material to the special patrons of your library. That, of course, costs money, so even though we do get all of this wonderful material free, we still need the state appropriations Mr. Miele is able to get for us to be able to deliver our services. We do have free mail service. It takes a very special staff to work with the blind and physically handicapped because we're called upon sometimes to do some very special things and we need special training for that.

When you visit us at the Division Library, you'll find very strange things: the talking communicator, which enables you to communicate with a deaf or a non-speaking person using a very simple machine. You type your message and it runs across a little display board in 1/2-inch letters so that you can speak to the deaf person or the nonspeaking person and he can speak back.

We have a talking calculator, which does speak indeed. You mash 7 times 8 and it comes out speaking "7 times 8 equals 56 point zero, zero, zero, zero," in that marvelous, monotone computer language; but it's a very big help.

We have a Porta-Tel which is the latest version of a teletypewriter telephone. And if you think that isn't a mouthful, try to explain to someone what it is. It looks rather like a typewriter. When it is connected to a telephone line and the

telephone rings, you place the receiver close to the typewriter connection, and you can talk to the deaf by typing to them. You have a visual display.

Deaf people sometimes are a little hesitant about coming into public libraries because they can't make their wants known. If they come to us and use this machine to "talk" to us, we can call you and say, "Florala," (and thanks to Dr. Bush, I now know who the Florala trustees are and all about that) "Mr. Smith is coming in and he wants some books on so-and-so, and please have them ready for him. He would very much appreciate it. We just talked to him on our TTY," which is the teletypewriter telephone. So we think we have some services we can offer.

We also have learned sign language and I would like to finish up my little portion with that simply because I'm so proud of it. If any of you know sign language I'm ruined, because I'm really very poor at it. But I do want to impress upon you the fact that we are trying to serve these people who visit the regional library and urge you to go back home and tell your public librarians about our service.

Urge your librarians to have a talking book machine and a cassette machine and a collection set of records in the public library to be used to instruct people who are potential patrons or who are already patrons of the service. Perhaps you could take a few sign language classes. Because you can learn to say a few very simple things like (At this point, Ms. Pace also signed the rest of her talk. Ed.), "Hello, how are you?" Obviously, that's a question mark at the end there. "Please come in the library." Now, I ran out because I've only had a few classes, so I usually tell the deaf person I'm trying to communicate with who understands sign language, "Please excuse my sign language. I am dumb."

Pat Warner

Now that Miriam Pace has told you all about the marvelous equipment that she has, I feel compelled to tell you about all the wonderful equipment I have. I have a nice typewriter which is self-correcting--when I mash the key. I have lots of colored pencils. And I have a pencil sharpener. I use them everyday; about twenty-four hours a day, it seems sometimes. But most of my activities are dependent upon the programs and the services from the Public Library Service in addition to those programs and events that are going on in your library.

Specifically, I'm responsible for informing the news media throughout the State, keeping them up-to-date on what's going on in the area of Library Information Services. That sounds rather simple; actually it isn't because I'm afraid all of you have been too busy. You've got so many programs going, and--I must admit, I'm as Bob Ingram says, "a normal person." I am not a librarian by trade. So, I'm having to play catch-up and learn what all of you are doing so that I can, in fact, do the job that I need to do.

As incoming editor of The Cottonboll--Bill Crowley is the outgoing editor and I think he has gleefully given that up--we're going to be contacting most of you and your librarians for news and information, things that you're doing, so that we can establish a statewide contact among trustees, Friends, and all librarians. We hope this will help everyone to keep abreast of what's going on in the field.

Currently I'm involved, of course, in the White House Conference and the Governor's Conference leading up to the White House Conference. As soon as the Governor's Conference is over, I look forward to working with all of you and all of your librarians and helping you in any way that the Library Service can in the area of public relations and promotion.

Bob Schremser

I'm Bob Schremser. I joined the staff about a year ago from Alexander City Junior College. When I was there, I read a book that said that the junior colleges will give you two years to get your feet wet and be able to prove yourself. But I found out at APLS--they want to see action within about two or three days after you get there. Then follow through is expected for the rest of the time.

It was very exciting for me when I came to APLS to be able to read about and go to the national meetings and hear about all the advances in library automation and instructional technology. At the Junior College we were involved in educational media, but not in the area of library automation which I am interested in.

The first day I came to APLS, Mr. Miele said, "I want you to start planning and working with Gillis Doughtie and Montgomery Public Library to develop some proposals for an automated circulation system." I was just delighted to hear that kind of thing because circulation--the manual handling of the cards, the overdues, and things like that had been a problem for me all the time at the Junior College library, and--we didn't have nearly the circulation that a number of public libraries have.

Another project he hit me with right away was planning for the statewide Union catalog. It's been mentioned a couple of times before and the machine in the registration area shows you an example of a computer-produced catalog on 16mm microfilm. I won't go into it because Ed Ward, our computer manager, will tell you about it.

These technical things take a lot of work to get out and communicate with a number of different people. I know this year I have had to go about and talk to many friends I've had for years in the academic libraries and in the public libraries and bring them together so we can start seeing the types of problems we can begin to solve together.

I also have to mention the Governor's Conference. This was the main activity at the District meeting. I worked very closely with our district chairman at those meetings. And it was just really a wonderful experience for me to get to know these people better and then to have the fine conference that we did have.

Along with my duties as consultant for networks, the most educational thing I've had to do is to go out and consult with several regional library boards. Now, a regional library board is a multi-county board or single-county board that is responsible for countywide service. It's been an education for me to go to Freedman Library in Tuscaloosa and to the Wheeler Basin Library to learn about the operations of public libraries.

I always wanted to be in public libraries but one of the things that kept me out for a number of years was the low salary. I know when I went to the Junior College I felt like a country squire there. But, I wish I could have been working in public libraries for quite a long time.

The other area of responsibility I have is working with institutional libraries. These are the libraries located in prisons and mental hospitals, and also includes some of the special programs that are available working with the aging. I haven't been able to do nearly the job that needs to be done out there. We've added some programs in the mental hospital area, but we need to work on improving the prison libraries.

Let me close with the duty that lies in front of me. After the Governor's Conference, I will be engaged in the work of selling the systems concept and working out the details should everyone come to the same mind that we want multi-type systems.

I'll be looking forward to coming out and talking with you about the possibilities and potential of multi-type library cooperation.

Ed Ward

To say a little bit about my background, I've been with computers since about 1960 when a computer would fill a room this size. Now you can put it on your desk and have more capability than we had in 1960.

I've been in library service about a year now, and we're doing many things to make the library service easier and to make it better for everyone.

I would like to mention a couple of things: Computers in libraries have come along late; and the main reason for that probably is money. But other reasons are that the bibliographic data that libraries use is difficult information to work with. As information that has to be cataloged a certain way, it gets very detailed. And the computers in the past have been number crunchers. They worked with numbers, not technical data. Now we have computers that can handle large amounts of technical data. Because of that libraries can now use computers and do things through automation.

One of the first things I do when I get a project is to find out what we're doing now. Then I have to find out what we can do through automation to make it better. In the agency itself, some of the things we're doing--some people have mentioned the SOLINET and the OCLC network--what we have right now in the agency is a couple of cathode ray picture tubes. We're about to get a printer. We are now able to get our cataloging and we can do it automatically almost. If somebody else has cataloged a title, we don't repeat the process. We just modify it for our use. Eventually we want to be able to put all the catalog information on a cassette and use it on our own mini-computer because the initial problem we're working on is the circulation system.

Now, an automative circulation system is something that can save a lot of work at the front desk--checking books in and out. In conjunction with Mr. Doughtie from Montgomery Public Library, we're working on a project for the Montgomery area so that the libraries in that area will have immediate access to the circulation system. In addition to this, they can buy books automatically. We will have a system which will help them with the paperwork involved in acquisitions and in accounting.

In addition, the system will automate the film bookings that Mr. Miele mentioned. It will tell us where the films or the materials should be at a particular time so they don't get mixed up. You know what a job it is when you have a lot of films to circulate throughout the state and have each one get to a particular place at a particular time. The computer can help us with that.

As has been mentioned, we have a microfilm reader here, and I'd like for you to look at it and get a feel for looking up a book on microfilm. Dr. Highfill talked about the titles that are in the catalog, but he only told you the SOLINET number, which is approximately 170,000 titles. There are 400,000 titles on the microfilm on exhibit here today. We're only about two-thirds through with the project because the Birmingham Public Library has about another 100,000 titles they want to automate.

One of my responsibilities is with the microfilm reader itself and the hardware. I maintain all of our readers in Alabama. So far the regional libraries have microfilm readers.

Our biggest project right now in APLS is automating our new facility, the Blind and Physically Handicapped Library. It will be totally automated, and when I say totally, I mean totally. We're going to be hooked on-line to a big computer over at the data center that works in billionths of a second. It can do two or three hundred thousand transactions in one second. We're going to be on-line with our files so we can update them constantly, and we will be able to take care of our internal operation automatically.

Whenever we have a patron who likes to read in a certain area, a particular subject area, he can tell us. We'll build a profile on him and the computer will automatically select the books for him. Whenever he reads a book and returns it, the computer will automatically print a mailing card which will go into a mailing container to be shipped out to him automatically. This is one example of how automation can be of assistance to our special patrons.

Do call on me whenever you need information about our computer operations and plans.

Alice Stephens

I am head of Technical Services and Cataloging for APLS. I imagine most of you envision a little old lady sitting at her table with a typewriter typing out catalog cards. Well, times have changed. Today, we type on a computer terminal. Actually, more than the typing has changed. The whole concept of cataloging has changed. We try to be more efficient. If another library has cataloged a book, we try to avoid cataloging it again. We tell your local librarian, "Don't catalog all your books from scratch. Buy your catalog cards when you buy your books."

In this day of the high minimum wage, most librarians could not type a set of catalog cards for the price of a prepared set of catalog cards--and I did say "type." That doesn't include the time spent deciding how to classify the title.

At APLS we catalog very few books from scratch. Mr. Miele told you about the process through which we share the cataloging of other libraries by way of a computer. We mainly catalog books that are published in Alabama and not distributed very widely. Then we put the cataloging information for those books into the computer system so other libraries can share them. This process saves hours of staff time. The quality of our catalog cards is high. The cards are printed by the central computer. Our catalog information is also put on magnetic tape that can be fed into computers for other future uses, like the Union catalog that's out in the lobby.

Another benefit of our membership in the SOLINET network will be realized by the Alabama citizens next spring when we will be able to borrow books from other libraries by way of our computer. We will be able to send a message to participating libraries from one terminal to another, saying please send us this book you have so our readers can use it. This process will hopefully be faster and surer than the U.S. mail.

Also, as a spin-off of the computer system, we will be purchasing a computer copy of all the information on the catalog cards housed in our two-hundred-forty-drawer catalog. All this information will fit on about forty microfiche cards. These cards will take up probably less than two inches of space in a shoe box. Then we will take

these cards, duplicate them inexpensively, and distribute them to other state agencies. We will also lend them microfiche readers so that they will be able to tell what we have at APLS without coming to our agency. They will be able to order the books by telephone to use in serving the citizens of Alabama.

Another spin-off of our membership in the library network will begin in January. We will initiate the pilot project to catalog books from ten local public libraries and one junior college library. If the pilot project is a success, hopefully next year we will be able to extend the service to more public libraries.

As you can see from these few examples of local cataloging projects, library automation--often starting with putting catalog card information into the computer, may revolutionize the library. Despite the initial fears of some librarians, automation in libraries will not make your library uncontrollable and unresponsive to the using public. With less staff time being spent on clerical functions and other jobs the computer can handle, libraries can give faster, better service where it counts--to your local citizens.

We have a most unique and unusual Reference Interlibrary Loan Department at APLS. We do most of our work by telephone. Five years ago an in-WATS line was installed so that small libraries over Alabama could call on us for information and borrow books. Of course, we're delighted to help them in any way possible to get the books that they need.

We get some of the most fascinating and interesting questions. One of the ones we're working on now really puzzles us. A librarian in a small south Alabama community called last week. She said she had a patron who had just returned from Germany, and he had come to the library seeking help. The sight that he had been most impressed by was a live rabbit with horns. She couldn't find any information on such a creature and she called us. Well, we have searched everything in our library. We have found reams of material on mythical rabbits, but no rabbit with horns. We called Louise Henley at Auburn in the Veterinary Library, and she has checked and still we have not caught that rabbit, yet. This is a real challenge!

During this season, we have many requests for club programs--everything from ERA to Zambia; from black history to UDC programs. This year we have added many titles of interest to club people. For instance, we have information on club installation services that are requested frequently. We also have new books on parliamentary procedure.

An amusing incident occurred a few weeks ago--a librarian in one of our small mill towns called. She was quite upset. One of her library patrons, a great friend and supporter of the library had come in that afternoon. He was giving a speech and he had to have the words to the "Chiquita Banana song" to make a point! Well, we did our version of the Hustle in the library. We were lucky and we came up with the words, and we hope we pleased that person and that he will continue to be a greater supporter of his library.

Since we have moved into our spacious quarters, we have more room to expand our collection. We're trying to aim at two groups: the State Legislature, your Legislature and State employees. We have subscribed to over seven hundred newspapers and magazines. Let me tell you how we use this material. We have a service called "Copic"--copying of periodical index content. This is how it works. The subscriber who is interested in receiving a copy indicates his field of interest. We Xerox the table of contents from that particular magazine, and send it to him to keep.

At a recent meeting, a legislator got up and told how much this meant to him. He said that he keeps a file of these articles in his office and frequently refers to them. I want to ask you good trustees another favor. The next time you write or see your

state legislator, ask him if he's taking advantage of this marvelous free service. It's a wealth of information, it's a super service and he's really missing out if he doesn't utilize it.

We have 54 senators and representatives subscribing to this marvelous free service, but you know that are 140 of them. We want to get all of them. We can do it if you will go home and talk with them and have them write the Alabama Public Library Service.

This past session, the legislators passed a child pornography law. Our reference staff was asked to provide information on this subject for the Legislative Reference Service. We were happy to do so, and we used a new service at APLS called "Newsbank" to help us. Newsbank is a subject index of over a hundred newspapers in the country. We were able to come up with the most up-to-date information on this subject. The Legislative Reference Service was quite pleased about the material they received.

We have other services such as telephone directories on microfiche, college catalogs on microfiche, and we maintain an Alabama authors scrapbook. Many people over the years have worked on this. This is a biographical collection of authors, and we're quite proud of it. We have a clipping file of Alabama history, and as many of you know, so many small cities and even counties in our state do not have written histories. We are always interested in getting any information we can find to put in our file to help you.

Looking toward the future, there's to be a Federal Census in 1980. Mr. Miele is working with the U.S. Bureau of the Census and the Center for Business Research at the University of Alabama. Data centers will be set up at different libraries over the state. APLS will be a Regional information center. The main purpose of these centers is to get the information to you, the public, as quickly as possible, because in the past it has often been difficult or impossible to get current population statistics.

Bill Crowley

As an Alabama Public Library Service Consultant, I tend to operate in that grey area labeled, "other duties as assigned." When I'm not writing speeches, editing proceedings, or working with other organizations, I am usually planning workshops, seminars, or conferences. In recent years, such planning has included the Auburn Trustee Conferences, the Intensive Library Seminar for non-degreed public librarians held every year in Tuscaloosa, and programs in areas ranging from automation, government documents, public relations and budgeting. In my non-specialty area, I am the general purpose consultant for public libraries ranging from the Tennessee border to the Florida line.

THE TRUSTEE

Mrs. Alice B. Ihrig, Director, Civic and Cultural Programs, Moraine Valley Community College

I'm so pleased that this is not the first time I have been in Alabama. It's very good to come back and visit you and to work with some of the same people I've met before and to see that there is a good deal of lively interest in trusteeship in your State.

I think that perhaps the White House Conference is helping, but I know that one reason there is so much interest in Alabama is because at the State library level there is a commitment to trustees and to seeing that they have the tools, the knowledge, and the information to work with the problems of libraries in the State. Not, of course, that you have any problems. I kept thinking of that as I flew in this afternoon on your Cessna.

I have to tell you this because it is quite funny. I am generally mistaken--well, let's say I am never mistaken for a sophisticated New York businesswoman. The airlines overprotect me on the assumption that I'm going to visit my grandchildren or I'm going to a funeral. Or, they ignore me completely in their haste to be sure that all the men who are attached to briefcases are quite comfortable.

My favorite story is about the Delta stewardess who was coming down the isle with many magazines and asking everybody, "What do you want?" "Do you want Esquire, Businessweek?," that sort of thing. Well, when she got to me she didn't ask what I wanted. She handed me a copy of Better Homes and Gardens. Now, that's a good magazine, but it was quite an insult to my purpose. I was going somewhere at the time to make a speech, so I gave her my "cold front," and said, "I'm not interested in women's magazines. Please give me a business magazine." She looked very unhappy about this and said, "I'm sorry, but I thought you looked like somebody's mother." Women, we have a long way to go.

It is interesting to find out how many people who travel on airlines have never heard of libraries. It is my custom as I sit next to various people on overcrowded airlines today to always say something about libraries. Generally it takes them aback

considerably. So I did this today to our pilot who got out of his plane to check us in; he does everything--he is the stewardess and everything else; I said, "I'm going to Auburn to make a speech." He said, "Oh."

I'm sure he thought I was going to talk to my collective family or something. I said, "Yes, I'm going to talk to a group of library trustees." He looked at me kind of funny and said, "Library trustees?" I said, "Yes. They are people who run your library." Then, he said, "I like libraries." He said it rather tentatively; he wasn't sure whether I did or not. He was sounding me out.

Well, there was a gal on the plane who was going to Tuskegee. She turned around and said, "Oh, yes, libraries are really great. Do you have anything to do with the White House Conference?" I said to myself, "Somebody knows about us!" So I enjoyed the flight down completely. I'm sure that pilot has gone home and said, "I ran into this funny lady on the plane today. She has something to do with libraries."

Well, the world doesn't always know as much as we about libraries nor recognize the trustee level in libraries for what it is, an extremely important component in the offering of services to people. But when you scratch the surface of people of all kinds, you will almost always get the response I got from the pilot, "I like libraries." That is one of the things we have going for us. There is a general feeling, even among people who don't use libraries, that libraries are good; they are sort of important.

Indeed, if you know somebody who has children, you know they take their children to the library where they hope some type of osmosis will take place because they so rarely walk in with their youngsters and introduce them to the librarian and to the card catalog and to the resources in the library. Parents are very good at opening the car door and shoving the children in the direction of the library, thereby making librarians, at least in public libraries, part-babysitter and part-librarian. Nonetheless, there is a healthy feeling around our country that libraries are good and that even where they are not used by the person who so regards them, it is important to have libraries. I really think that even though we have entered a Proposition 13 era, we are not going to find a lot of people will say, "We don't want libraries, we don't need them, they're not important."

I think, as we move into what I expect to be an era where we are very concerned about quality of libraries, that more and more people are going to look at libraries as contributing to the quality of life of the community and to their own opportunities to enjoy life as individuals. I think we are in that kind of era now and you, of course, are leaders as librarians or trustees. You have a high degree of responsibility to see that people do find their libraries useful.

I think our biggest problem is that we have discovered technology, and it will enable us to do some sensational things with the information we have in libraries. I can hardly wait until we get our network altogether because I am absolutely sure that as the smaller libraries get into the network, and have to confess about the materials they are holding in the back room, we are going to discover some ancient, expensive and valuable kinds of information lying around libraries across the country. I mean it's going to be fun to find that last copy of that book you always thought was completely out of print. There will be four copies in Utah somewhere.

When we put ourselves together, we will be able to get all this information to people who want it. This information will include so many things that mean a lot to people. You've all had this experience: someone sits down perhaps at a luncheon table and says to you, "You are a library trustee? There's a book I read when I was young; do you think the library would still have it?" You will be able to say, "I don't know whether we still have it or not, but I can put you in touch with somebody who can find out if it does exist anywhere within the reach of our network."

We are going to be able to help the person who comes to you and says, "My company is installing computers. I don't understand a thing about computers. Where can I get information about how they operate, and the theory behind them so that I won't look dumb to my employees?" As we begin to really reach the dimensions of being able to use modern technology, we will better be able to find and provide the information that people need. It's that helpful aspect of trusteeship, of being a trustee, that I want to emphasize tonight.

First, we ought to define trustee. You know who you are. You are not always willing to confess how you got where you are, but you are people from the community, selected by someone as a representative of the community. Some of you were coerced onto the library board by someone who admired your reading habits and said, "You ought to serve on the library board." Some of you went after the job because you knew library boards needed good public support, so you pulled whatever political strings are necessary in your community to get on the board. Some of you wandered on because no one else was interested.

But no matter how you got on, you are there as a representative. Representation is one of the most difficult functions of any one in the political process, and you are part of the political process because I use politics in the sense that it is the art and science of government. It makes things go. You are part of a political process. When you went on the library board, you probably went as an individual, thinking, "I do know something about libraries. I use them. I think they are important. I want to help them. I like the librarian." Or maybe, "I don't like the librarian." When you went

on, you went on as an individual, and I hope that you find that your role is to be a representative of your community, whatever dimensions your community has.

So many trustees have said to me over the years, "I suddenly stepped out of my skin and realized that I was supposed to be thinking for a bigger group than those on the board and not just about my own individual preferences. I suddenly was confronted with the fact that I did represent the community; its aspirations, its resources, its abilities to get things done." That's being a representative. Now, congressmen are representatives, state legislators are also, and I happen to regard library trustees as being the most important part of the same category. They are people who are attempting by their representative nature to serve the people.

Incidentally, even though I am from Illinois, that noted State of questionable politics, I do like politics. I find legislators delightful people. I find the average office holder desires to do a great job. In fact, I find them not a lot different from me or you. Some of them don't perform as well as we would hope, but a great many of them are putting out a lot of energy doing exactly what you are doing; that is, making decisions for the people you represent.

The important thing is to be sure you are representative, that when you give the benefit of your thinking, it is based upon something other than snap judgement; that you are listening to your community, that you are reflecting your community's needs. If I have said "needs" a lot, I mean it, because it seems to me that we will not exist as libraries of any kind unless our services are based upon the needs of people. I think all public services are going to be judged by how well they meet the needs of people. It is incumbent on all of us who profess to represent the public to know what those needs are, and--in libraries, you learn a lot when you ask yourself, "What are the needs of people?"

There are some very conventional ways to find out. You can go to the planning agency in your area. You can go to elected officials and other agencies of government and ask how they see the community and its needs. What kinds of needs are they designing themselves to serve? You will immediately find out that the libraries and the schools are the custodians of the quality of life. Library trustees do not collect garbage; you do not supply water nor the sewage system. You are in charge of people's minds and their comfort. You affect how people survive in a very different world. We are providers of fairly conventional services. That is, you provide books, films, and this sort of thing, but in a very unconventional and very challenging world. We need to look not only at the ways we provide these services, but exactly what the services are.

You know some of the problems you face. What things should a library do in the community? This may be something you rarely talk about, and I would highly recommend

you put on your next agenda. Have a good twenty-minute discussion of just what a library should be in your community. It's a very valid way to start re-thinking the kinds of services which will survive under the pressure of the needs of the people in your community. You will be surprised, I think, at how much disagreement you will have, because we all come from different orientations in terms of libraries, and our librarians come from different orientations, too. And you will indeed find that some of your itchiness, some of your problems between library staff and trustees--if you have them, come from a failure to agree on what it is you want the library to be in your community.

Libraries cannot be everything to a community. But they can fill whatever gap it is that you see is missing from the service pattern of your community in addition to the traditional and necessary services which all libraries should serve.

Now, there are certain issues which have to be faced by the decision makers. First of all, I honestly feel that many trustees are letting beautiful opportunities to make exciting decisions slip away; chances to go down in history in your community for having been responsible for something that happened. It isn't that you aren't innovative; in some cases you don't have enough money and you know it isn't there, but there are so many creative kinds of decisions that trustees can make in tandem with the library staff. But I think our methods of decision-making have to be changed. We have to start tailoring our way of doing things to some problems which are really very difficult.

A number of people have pointed out, for example, that all the big problems, the easy problems, have been solved, and we are now left with all the things which may not be possible to solve--things that will bother us from here to the end of eternity. Some things are just difficult. We can only peck away at some of these problems and try different things, but I rather agree that problems we now face are really the hard left-overs. We solved a good many; we have a good many more to go. So I would like to suggest some techniques to use in facing some of these and to suggest some of the issues that you are probably going to face.

First, I call for a great deal of cooperation between the librarian and the trustee. Now, I mean this to include much more contact. In many communities, the library trustees do not see very much of either the library or the librarian between meetings. Some trustees are a little afraid of the librarian. And, there are a good many librarians who are afraid of trustees. We have to stop this.

The purpose of having a library board is to work on problems and issues. On the board, we have people of different kinds, people who come from different segments of the community and will react to problems in slightly different ways. The purpose, of course, for having a trained librarian, and hopefully staff on top of that, is to be sure that you have the very best in professional advisors. The professional librarian

keeps up with professional literature and trends. Together you can identify your problems. You have to sit down and talk to each other a great deal more. That will either improve your relationship or end it completely. But let's not look at the board as something that meets once a month and the librarian as someone who struggles all the rest of the time. The board has to feel much more involved in the library.

Now, let me hasten to add and to underline: I am not talking about the board taking over the operation of the library. I am not talking about the librarian permitting the board to assume the functions of the librarian and staff. It is clear to me that where you have enough people, there should be a division between what the board does--which is essentially policymaking and what the librarians do--which is the operation and running of the library on as high a professional level as possible.

But you need to understand each other a lot better. First, you need to understand what a librarian does. I am willing to bet that if I took all the members of a single board, put them all together in a corner, and said, "Write the job description of your librarian for me," I would get as many variations as there were trustees. There is a great deal of difference in the way you look at what the librarian is supposed to do. You need to sit down, right now, and say to the librarian, "What are you doing now? What is your job? How has it changed?" And you may even ask, "Whatever happened to the job description we used to have?" You may not have used it since the last time you hired a librarian.

I can tell you the librarian's job is changing enormously. A good librarian cannot escape the fact that the world is changing. The wishes of people are changing. A good librarian sees from the vantage point of day-to-day contact with your community, across the desk, exactly what the people are asking for. She hears what their needs are. Trustees see it in a different way. They are out in the community. They mix with a variety of people in other kinds of organizations; they see different kinds of people everyday. Each of you see and hear different things about libraries. You must share it. You need to talk, not only about what the librarian is doing these days as he or she sees the job in the community, but also about what's happening in the community that we need to look at to make the substantial changes our library may need. You need to share views to check to see that you are providing adequate services.

I guess I am saying this is not the time to accept the conventional library, even if that is what you have. We will never stop doing the things that have always made libraries so important. But we are going to have to deliver things in different ways to different people, and we are going to have to listen and we are going to have to promote. That is not a dirty word either. In all of the White House Conferences held in the states to date, lay people have stood up repeatedly and said, "We didn't know you

were doing this." Now, they are not talking about announcements in the newspaper or on television or radio or anything else; they're talking about someway they can be involved with the library and the way it has changed.

I remember one instance in particular: A woman stood up and said, "I wish that libraries would have reproductions of art that I could borrow for my home." An eager librarian got up and said, "Well, we've been doing that since 1904." I offer that as a bad example of how to tell what you do. But certainly we need to develop better relations with the community, and to provide better information about what we are doing. What good does it do to have a total catalog on microfiche, what good does it do to be able to reach out to Brooklyn or California if you need a book, what good does it do to have people on your staff who are experts in reference questions if it is not known that you have these services. What good is it to have the services and then not reach the people who need them. Somehow we must drag people into libraries, or at least acquaint people with our libraries so that they understand the values that we place on libraries and our services.

Now you know you can do this. You can take a friend to a library board meeting. Hopefully your library board meetings are exciting and interesting. But do this: gather some friends and take them to the board meeting. Let them see what it means to govern a public service. Let them feel that they have a right to influence the government of that particular library. Let them feel that they can be heard. Most humans in government never try to say that to their constitutents.

Have you ever gone to a city hall or city council meeting and sat in the audience and known you were worrying those people on the board who sometime during the evening would say, "Did you want something?" Or "Are you here for something special?" Or sometimes rather crudely, "We're about to go into executive session, do you want something?" It worries a lot of people, in that situation, to have an audience. You should create your own. Bring people in to understand the problems that you have and perhaps you can get away from thinking of these things as problems. Perhaps what we need to say to our friends as we pick them up to go to the library board meeting is, "I want you to listen tonight and see how you think we might solve some of these situations or take advantage of these opportunities."

And you ought to be enthusiastic. You ought not say, "The library board meeting is terribly dull, but I would like to have you because I don't like to drive at night." Say instead, "Being a library trustee is one of the most exciting things I've ever done. It may not look exciting to you, but I want you to come and listen to what we are talking about because we are talking about your future. We are talking about the future of your family, especially your children." Get them there and listen to what they have to say.

And then bring some more the next time. Create not only an audience against which you can test some of your ideas, but also from which you draw some of your own replacements. You have to go out in the community and find a few new trustees once in a while. This is one way to do it. Then, when you can't stand it any more, there is somebody you can recommend.

We always need several layers of understanding in the community, whether it's Friends or would-be trustees, or something of this sort. If nothing else, you will send them back to their group, which may be different from yours, with some information. They will go back to the PTA or whatever and they will say, "Did you know that the library lets children check out tape recordings?"

Do you know that is still a forward-looking idea in some communities? There are lots of people who don't think anybody under thirty-five is to be trusted with anything from the library, yet you know how equipment walks out of libraries into homes of children who are well under the age of thirty-five. I want you to think in terms of yourself as a distributor of information. You can't put a computer in everybody's home, and you can't necessarily reach everybody with various materials. But, by golly, you can talk to the people you know and encounter about the story of your library and what it is doing.

Let me caution you, too. Some of you are going to say to me, "Well, you know our library isn't really very good, and we don't really like to talk about it." Nonsense. There is no such thing as a bad library. There are only libraries which don't have the benefits of ideas and some useful people and hopefully some money. Every building is a library. Every store front is a library. Every bookmobile is a library and is not to be overlooked.

If your library is not what you would hope it to be, how else do you expect it to be what you want unless you involve the people who pay your bills? Of course your libraries are not perfect. I don't know of one that is. But you are in charge of moving ahead. And, you are in charge of seeing that the community comes along with you. And so you say, "Yes, our library doesn't have enough books to meet standards, but we are working on it. And if you would come along and help us raise some money we could improve the quality."

When somebody says you don't have enough books in a certain area, that is a perfect time to suggest that a relatively modest contribution would help improve that collection. From there it is only one more step to find people who, rather than pay, can work an art fair or ice cream social. Once people understand uses of their library they are going to come along with you in many ways that you do not now anticipate. Your enthusiasm will take over, and they will see the need for the things you are working for.

This will happen to you in libraries much more than if you are serving on the city council because people are highly suspicious of politicians. You know that. You are too. Right? And you are not politicians. You are in the political service area and you are part of the political process, but to the public you are not the same as a politician. Mostly because you don't get paid. Secondly, because they know there is no money lying around for you to take. Thirdly, because they do really deep-down believe in libraries. And that is what you are working with--that deep-down allegiance to a basic American institution. And it's your job to make it more interesting.

Now as you begin to work together, with the staff--and while I emphasize staff, I am well aware many libraries have A librarian who once in a while gets a lunch hour on Wednesday. But there are also libraries that have at least adequate staff and, of course, the largest cities may be well-staffed. I have never believed in separating the librarian from the rest of the staff. I think the total staff is extremely important, and I would point out that good librarians know that. They always consult with the staff, they listen to the staff, and they select that staff very carefully. They know that the total picture, call it the image if you like, will make the difference; so you cannot afford not to have a good person answering the phone or standing at the front desk or putting out the letters or whatever it is.

You have got to have good people at every level whether you call them librarians or not; they are part of the library image in your community. They are part of the ability of the library to do something for the community.

Staff is so extremely important, that I want to say "staff" often even though I realize that sometimes staff means one person, and you are lucky to have that.

Trustees need to sit down and talk with the staff through the librarian so that trustees understand what the library is now doing; so they understand the capabilities that could exist if you were able to get some help--whether it is money, volunteers, friends, or whatever the case may be. That is really the job of planning. It is sitting down and saying, "Where are we now? What's our benchmark? We're good in this area and not so good in this area. Where do we want to go?"

Planning is actually a matter of putting your objectives on the line. Call them goals, objectives, purposes or whatever you like. But you do need to sit down and develop a plan, however innocent, for moving ahead. A plan which says, "At least if we can do this this year, we will have achieved something for our community."

This will open up a lot of doors for you because a librarian is full of ideas. The librarian knows what the people ask for. If the board says, "Let's decide where we want to go. Let's see what we can do with and without money. Let's see what we can do with and without community cooperation." The librarian is going to be the one to say,

"My children's librarian has been dying to do these programs. All she needs is somebody to help her on Saturday." Or the librarian is going to say, "Look, we need a collection here. I think if we involve the people in this town who are involved in art, for example, then we may very well be able to fill the gap."

You cannot get by without community involvement unless you are just terribly wealthy. Then you are likely to make mistakes. The essence of good librarianship and of good trusteeship is to know what it is you can learn from community needs. Then build your services upon that basis.

Now, how do you find out? Well, first of all, you are all very opinionated people, or you wouldn't have become library trustees. It gave you a chance to talk. Right? To do something in the community. You already know what some people need because you have been through a variety of organizations and experiences in the community. You can say to yourself as you drive past the playground, "If we had a bookmobile parked on that corner, some of those kids who are not involved in that baseball game would be taking a book or a tape or whatever." You may say to yourself, "The kids who are standing around the drugstore corner could be lured into the library if we were showing exciting films, if we were doing a Beatles festival, or whatever."

You can say, as you work within the churches and other organizations, "This church, for example, needs program materials which we ought to have at the library or be able to supply." I would point out to you gentlemen who belong to Kiwanis and Rotary and all those other groups that they have a terrible program problem because they have to have a program every week. If the library can't supply at least half of the programs during the year, either by influence or actual participation, I'd be surprised.

You might look to the regular meetings of people who have to have interesting programs and start to fill this with trustee speakers and with resource people from the library. The library can be simply involved in some of the program planning and can suggest people they know of who wouldn't mind doing a program.

If you can be the custodian of that kind of knowledge in the library, who does what, what's in your line, what book is coming down the pike, that sort of thing, then you can influence the programs of every organization in your community. That is a very worthwhile thing to do. One of the most exciting things that has happened all the way across the country is that suddenly libraries are doing what they always said they could, only now people want them. People are calling up for what everybody is calling "referrals." I rather hate the word because it sounds so cold.

Libraries are becoming more and more regarded as the safe place to ask questions, as the place that can give you the information you want. A lot of thoroughly interesting things are happening. Not only do people call me up to find out who won the World Series

in 1976, which they've always done, (in case you're worried about that, it was Chicago in the American League); they will call me for that and love the fact I can give it to them. They are excited that they can get an answer. Libraries are charming when they give me my answer, and it satisfies my curiosity or I win my bet.

But more importantly, people are now coming in and saying to the librarian, "Who is a good doctor in town? I think my child may have a problem. Are there any psychiatrists in this area, or is there a service where I can examine my particular problem? My child is not doing well in school. Do you know of any classes intended to catch up on reading, or math, or whatever?"

Increasingly, libraries are not only flipping open the book and saying, "Here is a list of three you might contact." But they are also plugging into the exact problem, and the libraries are giving classes to kids who need to catch up. Libraries are offering programs on current interest problems. Librarians are watching city councils for the problems that are coming up and then jumping the gun and providing the material, reference material, and programs on the problem.

Come to the library and get caught up. Come to the library, and we will talk about the problem the village is facing on sewage disposal or whatever. I use that as an example, and I probably should find a more discreet one, but you know one of our real big problems in this country is sewage disposal. Almost every community is trying to figure what to do. In short, libraries are on top of lots of issues that are being solved by the community even though the issues are being solved by another board or by a referendum or whatever.

The libraries that are doing this are suddenly becoming centers in their community. Not just cultural, which they have often been. Not just where you can be in touch with the humanities, but where you can be in touch with absolutely accurate information on how to get done what you want to get done and how to get through to the exact person who would know. I think it is very exciting to watch this change occur. I saw it in my own library.

Incidently, I haunt my library. All the librarians hate me. When I went to college they were just delighted when they said you could use the college library, which of course I do. But I watch sometimes, and this is something trustees should do often. Just walk into the library, don't say a word and just listen. You can find out what's going on in the library. People will come to the library and say, "I just must know this fact." What they want to know may be as simple as how many Idaho potatoes were raised last year. But it may also be something terribly important such as "How do I get in touch with the Social Security agency to straighten out my mother's problem with back payments?" It's so strengthening to see the look of complete relief on the

faces of these people when the librarian says, "Of course we will help you."

You know that on the other side of the library desk are probably some leading psychiatrists without licenses.

A lot of libraries have been so consulted. Some of you are giggling just a bit and telling me you are among them. It happens. Librarians are trusted. They are asked for information and advice on where to go and how to do something because they are trusted. A lot of people know if you ask a librarian it isn't going to turn up in the beauty shop the next day. Librarians are very discreet and will not reveal your question but they are very willing to answer it.

I will tell you, and Tony won't agree with me, but in Illinois I think a librarian/psychiatrist is just slightly behind one other profession. In Illinois, it's the bartender who serves as psychiatrist. But librarians are trusted, and they are getting these personal and interesting kinds of problems that people do not know where to go in order to solve them. They are turning to the library because we have, over the years, succeeded in maintaining a place that has confidence. Even though we didn't have all the resources that we wanted to give the people nonetheless we have created a feeling in libraries.

We are riding a crest of confidence, and now the problem is to convert it into continuing service and into new services which may not be new at all, but which we can promote so that people are more aware of them. Of course, this awareness can ultimately develop into the broad base of support that will come as people, instead of sitting back, will come forward and say, "I love libraries." That is really your biggest problem, public relations or promotion.

I like to turn it around and call it relations with the public. It says to me, and I think to you, that all of us have to be very much aware of the people we pass on the street; the people we see as we shop or lunch or drive down the road. We must constantly ask ourselves as a library trustee or a librarian, "Are we doing what needs to be done in this community? Are we really up on what the community needs? Are we listening to the community to find out what is needed that we can supply? Are we cooperating broadly with the other agencies in town, so that the library becomes a resource not only for individual patrons but for governmental agencies, for public service agencies, for social service agencies, for the church in the community, for the organizations in the community.

We have never said to the community, "The library is your center. It's the custodian of a lot of material that you value and treasure. It's your place to go for information and increasingly it's a place where the needs you have expressed are being met or at least are being tracked so that someday they really can be met."

Library trustees have to be alert to the needs of the community. Those needs change no matter how well we now meet a lot of them. It is not just a matter of answering new reference questions; they come along all the time. It is a need for people to have a place to go. A referral point, a place where they can get whatever it is they need to find out on an accurate basis and on a private basis. A place where they can ask some difficult questions and not be laughed at; where they can literally be plugged in to ways to get the answers.

I am not suggesting that you become psychiatrists or doctors or anything else But I think it is clear that the primary service, perhaps the foremost one, for public libraries at any rate, is going to be the provision of straight-out information that addresses personal problems in the community rather than to supply the answer to the bet over who won the World Series in 1976.

I'd like to talk to some of your librarians and find out some of their questions. That discussion is a beautiful topic for a trustee meeting. Don't read the minutes of the past meeting, and for heaven's sake don't pay the bills, somebody else can do that. Take time at your meeting to hear what is going on in your library. Ask the librarian and the staff to tell you what is happening. What kinds of questions are coming? What kinds of people are coming in? Are we seeing new things? Are we seeing families together instead of apart? In short, what is really happening and what kinds of questions are people asking? Based upon that kind of an analysis with your own ears, listening to the community, and your responses to questions and letting people know they ought to talk to you about what they want, you will be planning different kinds of programs.

You will be involved with different kinds of people. These activities are subtle, and probably are not real changes from what we have always done. But they are, I think, a return to a feeling that the library is a whole place; the library is not just a little piece that you plug into your community and just call it library; rather the library is a whole, it's a whole circle. You can tap into it at any point. <u>You do not have to know answers in order to get answers</u>, and that's not true with most other agencies. This is the biggest advantage you have and may be the reason why through all the problems, money and everything else, we have managed to survive.

Libraries have survived as people-places. The kind of place you can walk in, even if it is not your library and you have never seen it before, and somebody walks up and says, "Can I help you?" You know that doesn't happen in some of the smaller towns in your community. If all we ever do is greet people in a helpful manner, I suspect we are offering something to people because they need this kindly approach so badly in a very scratchy world. It's not an easy world, and you have made it easier on yourself

by becoming involved in something that matters--something that is exciting and fun and productive and good. It makes you feel good.

Think about how libraries can serve that same purpose for lots of people in your community who are left out, who do not know that they are welcome, who are turned off, who are disinterested. If we can show them the joys of libraries, the fun, the experiences, the tender loving care, all of those good things, I think we will not need to worry about the future of the library.

You need to worry about the future, of course. You need to understand the kinds of problems we are having as people tend to lump everything together and say, "I don't want to pay any more taxes." I think we must make positive plans for the future of the library so that the library rises above some of the more conventional services, so that people know more about it. When you are contemporary and when you are up-to-date and when your library is ahead of the community--and when you know what is going on in the community, and you report it back to your librarian and staff, then you are going to have the kind of library that people will support. They will support it very positively, with their time and their money and most importantly, by word of mouth. Look at the people who come in, who go away satisfied and will spread the word that the library is indeed an unusual place because it is a library that cares about people.

Thank you!

STATE AND FEDERAL AID

Ernie Lasetter, Coordinator of Federal Programs and State Aid

Last month in New Orleans a number of trustees, librarians and other interested parties heard Louisiana Lieutenant Governor Jimmy Fitzmorris say, "Libraries are leaders of the intellectual wealth in America."

He went on to say that people who lead and direct libraries should "make knowledgeable the vital role libraries play in your community. You need to tell your political leaders what libraries are doing and hope to continue to do for the educational, economic and cultural growth of our people."

I wanted you to know what Governor Fitzmorris said because it is the foundation of any understandable discussion of State and Federal Aid for libraries. The appropriation of money by Congress or the state legislature for public libraries is part of the political process. Tax dollars support libraries only after some legislative assembly votes to use public funds for this purpose. The men and women whom we elect to these governing bodies are the political leaders we need to talk to when we "make knowledgeable the vital role libraries play."

It was most befitting, I believe, for Governor Fitzmorris to say what he did because only a short time before, the Louisiana Legislature voted more than a million and a half dollars for local public library support in Louisiana, the first that state has had. Another significant thing is that the money, by law, can only be used for library materials. The new state aid was won in Louisiana thanks to the "Louisiana Legislative Network"--a group of trustees, librarians and citizen advocates who worked to convince the Governor and legislators of the need for such aid.

The modern story of federal aid to public libraries actually began in 1956 when Congress passed the Library Services Act which had been introduced by two farsighted Alabamians: Senator Lister Hill and Representative Carl Elliott. A primary goal of the Act was to extend services to rural populations. In its first year of service, forty thousand dollars was invested in public libraries in Alabama, primarily in three areas: a bookmobile was purchased for the Coffee-Geneva Regional Library; in the Coosa

Valley Regional Library (which included Shelby and St. Clair Counties) funds provided a bookmobile, extra staff, library equipment and books; the third area, the Lee-Tallapoosa Regional Library, acquired extra staff, books and equipment.

In 1964 amendments to the law recognized the need to support both urban and rural libraries. Thus was born the Library Services and Contruction Act, commonly referred to as LSCA. Federal funds were to be allocated according to a formula which recognized two basic factors: population and income. Wealthier states were required to provide more matching funds than poorer states. With these amendments a new section provided for money to be used in library building construction. A number of new library buildings came into existence all across Alabama as a result of these funds. Unfortunately, no such funds are available at the present time.

The Federal Act was extended for five years by the LSCA amendments of 1977 which for the first time included a mandated share for cities of 100,000 or more persons. The new urban library amendment provides that when appropriations for LSCA Title I exceed sixty million dollars, a portion of the excess will be reserved for libraries in cities of over 100,000. The urban funds are to be used to support and expand library services of major urban resource libraries.

The reason for giving you this explanation is that the appropriation bill for fiscal year 1979 signed by the President totals $62,500,000 and does indeed include money, a very small amount but money nevertheless, for urban libraries. We still do not know the exact total Alabama will receive for the coming year.

Let me pause here to emphasize a point as strongly as I can. Any Federal Aid to public libraries is intended to supplement and not to replace local funds. I think it would be helpful to you to know that of the total amount of government support for all public libraries in the United States, only five percent comes from the Federal government. Thirteen percent comes from state government and eighty-two percent comes from local government.[1] Federal funds for public libraries are used today as in 1956: to promote and to crystalize local incentive and to develop and strengthen library services throughout the State of Alabama.

Under current regulations LSCA funds are used to support area or regional-type library services, as opposed to services for a single local public library. This is the reason that the Alabama Public Library Service distributes federal money only to those libraries that carry out some kind of county-wide or regional programs. These are libraries that have joined together to make stronger, more effective units of service for a larger number of people. It emphasizes the philosophy of getting the most done

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[1] American Libraries, November 1977, page 567

for the most people.

LSCA funds are now used in Alabama public libraries to support a number of different types of programs. Emphasis is on (1) providing library services to disadvantaged persons in both rural and urban areas; (2) providing library services to the state's institutionalized residents and to the physically handicapped, including the blind; (3) strengthening metropolitan public libraries that serve as regional resource centers; (4) improving and strengthening the capacity of the state library agency to meet the needs of all the people in the state; and (5) serving persons with limited English-speaking ability. A statewide Advisory Council assists APLS in developing plans and programs in order to provide for the best possible use of the federal money.

At the present time there are twenty-four multi-county and sixteen single-county libraries eligible for federal aid. Another way of looking at it is: there are only thirteen counties in Alabama that do not qualify for LSCA money. These counties have a total population of 256,051. The people residing in the other fifty-four counties, or 3,188,114 people, have available to them area-wide outreach services from their local public library. Even that picture is brighter when one considers that in the thirteen counties not providing some type of area service, only 172,656 people live outside metropolitan limits with no public library service in rural areas. In other words (using the 1970 federal census as required by LSCA rules) there are 3,271,509 people in Alabama who have access to public library services wherever they may live in Alabama. We have come a long way since 1956 with LSCA help. It is my personal belief that the effect of these library services can be felt in every part of life in our great state.

Because of more state money in Alabama becoming available in the last few years, more federal money is now going directly to public libraries than ever before. To see what I mean, you should know that in 1976 fifty-eight percent of Alabama's share of LSCA money went to local library services while the remainder went for statewide programs including strengthening the state library agency. During the recent fiscal year which ended on September 30, 1978, almost eighty percent went for local services. When the 1979 program is completed and sent to Washington, we hope to see an even larger amount going directly as grants to public libraries. Of course even the funds used by the state agency benefits total library service across the state. Two examples of what I mean are (1) the upcoming Governor's Conference on Libraries which will be paid for largely from federal funds (no state-appropriated money is being used for this project); and (2) the recently completed statewide union catalog which is now available in every single- and multi-county regional library as well as the seven state colleges and universities whose holdings were part of the catalog.

To complete the picture of federal aid, I think you would be interested in knowing that for every federal dollar sent in grants to public libraries last year, three dollars were requested. There simply is not enough money to satisfy all the needs across the state. That is one of the main reasons the State Advisory Council closely examines every LSCA proposal we receive and makes recommendations to the APLS Executive Board for a final decision.

Turning to state aid for public libraries, we find an even brighter picture for Alabama. Because of you who are here today and others like you all across Alabama, state-appropriated funds for public libraries are larger now than at any other time in the history of the state. Since fiscal year 1974 (when state aid as such became available), per capita funds have risen from an average of five cents ($.05) to the present average of forty cents ($.40). In total dollars that means in 1974 state funds for direct aid to public libraries amounted to $160,000. In 1978-79 the total amounts to $1,377,666. For the second consecutive year, funds available for public libraries appropriated by the state legislature amounts to more than the LSCA money which is appropriated by Congress.

As with federal aid, let me also emphasize that state aid was never intended to replace local support for a public library. It is primarily intended to be used as "seed" money to produce greater strength and local incentive.

One of the areas of concern regarding public library development in Alabama is the method of measuring growth on the local level. To what extent should state aid and federal aid, too for that matter, continue to go to a local community that does not recognize its responsibility to its own citizens for better library service? Another way of looking at it: why should communities which provide a quality level of service be penalized because some local governments do not? Should not communities that provide better service be given a greater share of aid than those which can afford to but simply do not? A State Advisory Committee consisting of librarians and trustees from each type of public library in Alabama has been appointed to recommend criteria and standards for growth of libraries to the Executive Board of APLS. When the committee completes its analysis and study of local library development in Alabama, it will make recommendations regarding the best uses of state aid for public libraries. We know that there are certain levels of service toward which a local library should strive, including hours of service, number of books, local budget support and staff. It is evident that some means ought to be used to encourage a local community which is capable of doing so to provide better library service for its citizens. It is expected that by the beginning of the next fiscal year more satisfactory criteria will be used in measuring a library's growth potentialities.

A major concern to which a library board of trustees should direct itself is planning--both long-range and short-range planning. What does the board consider to be the most important areas of growth for the library? What will it take to achieve these goals and objectives? How can we as a board set ourselves to the task of providing policies and guidance to the librarian in reaching our goals? One of the requirements for a library to receive state aid is the development of a five-year, long-range plan of service. This plan is updated each year by evaluating what has been accomplished the previous year and setting short-range goals for the next year. As a trustee, you need to know that within the next twelve months, APLS will be developing a new five-year plan for the entire state. Each local library will be required to develop such a plan for its own use as a part of the statewide plan. Next year, instead of simply updating the current plan, you will need to start over again. This will give all concerned an opportunity to reevaluate the objectives of the last five years and set new, more realistic goals for the years 1980-85.

Library trustees are in the position of providing leadership for libraries. If the local library is to continue to maintain and develop the intellectual wealth of America, trustees must provide strong leadership. Government is vibrant in this room. You are government. Each of you owns one share of stock in Alabama and America. How well do you exercise your stock? People get the kind of government they deserve: good, bad or indifferent. As trustees working hard for federal, state and local support for your libraries, you are bound to be criticized. So what? As long as you know you are right, you can take the criticism.

THE LEGAL ENVIRONMENT

Dr. Robert R. Criss, Associate Professor, Auburn University

Let us look a minute at how a library board should operate. Because you are granted authority to operate under the law which created your library board, you are also held accountable for your actions. The law specifically requires you to keep a "careful and complete record and set of books." Your board should establish bylaws, elect officers, keep adequate and accurate minutes, and operate under recognized parliamentary procedure. The board is directed by law to employ a librarian and needed help. There is no excuse for not keeping a complete set of books as charged upon you by the law, since you are empowered to employ needed help. You want to keep in mind in hiring a librarian and other needed help that Federal Labor Laws apply to you insofar as nondiscrimination is concerned. You must be an affirmative action/equal opportunity employer.

Should you as a library board member actively engage in lobbying efforts on behalf of the library you serve? The answer to this question must be in the affirmative. You have a responsibility to lobby your library's interest to the county commissioners, city officials, state legislators and other public officials who are capable of making decisions that affect libraries. We need only to look around us and see the power of lobbying in Alabama. Perhaps a classic lesson in lobbying could be learned by observing such groups as the AEA, the Alabama Farm Bureau, and others here in Alabama. Whether you personally like lobbying or not, it is a fact and way of life. If you, as a library board member, do not protect and promote your library's best interest by lobbying, you are not serving in the fullest capacity. Just as lawyers have their Bar Associations, you too have an association--your Alabama Library Association. Every association I know of acts as a very effective lobbying group. If you personally feel inadequate as a lobbyist, you can at least support your APLA and its efforts on your behalf. Lobbying is legal and as a matter of fact very important to your survival as a free public library.

What is the current status of the "Ethics Law" as it applies to library board members? On December 16, 1976, the Alabama Ethics Commission ruled:

"Members of Library Boards existing for cultural purposes within the State of Alabama are not covered by the provisions of the amended and re-enacted Ethics Act. However, any employee of the Library Board who earns $15,000 or more annually or who has administrative and discretionary authority over the receipt or expenditure of public funds is included within the provisions of the law and must comply with the financial reporting requirements."

If you are employed as a State employee or local employee of public service making $15,000 or more, or an employee of the county, city, state, as the case may be, if you have a right to expend public monies, then you would still have to comply, even though you may be on the board.

The "Sunshine Law" prohibits your library board from operating in secret meetings (executive closed sessions), unless the purpose of the meeting is solely to discuss the good name and reputation of an individual in reference to his role as trustee or board employee. When your board has its meetings it must give public notice in order to be in compliance with the Sunshine Law. This may be done by putting up a poster in City Hall or another public place or by having the local newspaper run a notice of the meeting as a public service. You should not assume that everybody knows when the library meets. The importance of operating in the open can not be overemphasized. It would be embarrassing for a library board to have its purchase of controversial books set aside because of its failure to give public notice of the meeting in which said purchase was authorized. Ignorance of the Sunshine Law is no excuse. You must abide by the law to avoid conflicts.

Another state law which you need to be aware of is the "Bid Law." Section 41-16-50, et seq. of the Alabama Code contains the statute relative to bidding requirements. The law generally provides that any purchase involving $2,000 or more must be put up for bid. Your board should be aware of the exceptions to the bid law set forth in Section 41-16-51 of the Alabama Code. These exceptions include (1) the purchase of maps or photographs from any Federal agency and (2) purchases of manuscripts, books, maps, pamphlets or periodicals. In order to avoid malfeasance or misfeasance charges, you must abide by the state Bid Law.

What are some of the legal responsibilities that fall upon you by virtue of your accepting service as a library board member? Section 11-90-3 of the Alabama Code sets out the powers and duties of the Library Board as follows:

§ 11-90-3. Same--Powers and duties.

(a) The library board shall have full power and authority to:

(1) Control the expenditure of all funds received or appropriated for such libraries;

(2) Erect or rent buildings to cost not in excess of the funds available to it;

(3) Purchase books and equipment;

(4) Provide a system of library service to be made easily available to all citizens of the county or municipality through central library, branches, stations, book truck service or other appropriate means;

(5) Elect a librarian and other employees; and

(6) Manage and control the said library in order to carry out the full intent and purpose of this chapter.

(b) A careful and complete record and set of books shall be kept by the library board, showing the proceedings of their several meetings and the receipts and disbursements in detail of all funds.

(c) In counties where a city having a population of not less than 65,000 already maintains a free public library, a separate county library board need not be appointed, and the county libraries and the appropriations authorized shall be administered by the governing board of such free public library on such terms as may be agreed upon between the county commission and the said governing board. (Acts 1919, No. 763, p. 1124; Code 1923, § 1547; Acts 1939, No. 200, p. 351; Code 1940, T. 55, § 287.)

The full power and authority to act as provided in Section 11-90-3 carries with it the implied DUTY to do so without malfeasance, misfeasance, or nonfeasance. Malfeasance as it applies to the library board member is the wrongful or unjust doing of some act which the doer has no right to perform. An example of malfeasance would be for a library board member to support a board action which is not legal under aforementioned section of the Alabama Code (power and authority to act is not granted). Misfeasance as it applies to the library board member is a misdeed or trespass. It is doing what you are legally obligated to do but doing it improperly. An example of misfeasance would be keeping inadequate records and books. Misfeasance involves improper performance of your legal duties as a library board member. Nonfeasance is an omission to perform your duty, or a total neglect of duty. Your failure to keep a "careful and complete record and set of books" as charged by the law would constitute nonfeasance. Malfeasance, misfeasance, or nonfeasance on your part as a library board member could leave you open for personal liability. Anytime a question comes before your board that raises an issue not clear under the aforementioned Alabama Code section, certainly you would be wise to seek legal counsel.

Depending upon the nature of your library, legal help should be available from the county attorney or city attorney. You also have the State Attorney General's office to look to for help. You may request an opinion from the Attorney General, who is the chief legal officer of the State, and your reliance upon his advisory opinion would relieve you from personal liability should litigation follow. While the Attorney General's opinion is not law, it does protect you individually and personally.

Let us now look closer at the use of Attorney General's Advisories. Rather than going off half-cocked, the library board should seek an Attorney General's Advisory Opinion before making a decision where the legality is uncertain. Your library board can write directly to the Attorney General and receive an answer to their questions. It is strongly suggested that you contact APLS and ask them for help because they will: (1) help your board put the request in the right form--APLS has an Assistant Attorney General assigned to work with it on a regular basis, and (2) if the matter has wide implications, APLS can inform the other public libraries of the opinion.

THE FINANCIAL ENVIRONMENT

Dr. Carl Grafton, Associate Professor, Auburn University at Montgomery

Earlier this year I spoke to many Alabama librarians about the preparation and presentation of public library budgets. Today I want to give you an idea of what I told them so you and they will be on the same wavelength. In my presentation to the librarians I concentrated on a public library's relationship with its local funding source or sources. I described the library as one of many public agencies competing for county or city funds in an intense contest. It is ordinarily the objective of all public agencies -- the civil works department, fire department, police department -- to obtain as much funding as they can, and they use many tactics to that end. If the libraries are to have any chance at all, they must do the same. This portrait of the budgetary process as a highly competitive contest came as no surprise to many librarians who have been fighting for funding tooth and nail for many years, but it was received by others with distaste. Their self-image as librarians does not include lobbying the city council for money. I do not believe that they can afford to have such a self-image.

A budget is a tool with many uses. It is a device for securing the greatest amount of funding possible for the library, and it can also be and should be used for internal management. We will see later that these external and internal functions are closely related. As a management tool a budget can be used as part of the planning process and as a way to ensure efficient expenditure of appropriations. It is the relationship between budgeting and planning to which I now turn.

Before we can begin to budget we need to have a feeling for what we are going to accomplish in the future, not only in the upcoming year, but for several years ahead. In other words, we must plan. Perhaps my saying that we must plan sounds extreme. In most organizations, administrators can quickly and easily slap a budget together with almost no planning. They can simply submit the current year's budget with marginal increases to cover inflation. But think what that implies. Such a procedure suggests that the current budget is basically OK, and that administrators have no new ideas for the coming fiscal year. And if that is the way they formulate next year's budget, is it also the way they formulated the current budget? And last year's? How long have they been doing it that way? Is this year's budget essentially the same as the one a decade ago? If it is, what happens when people start to ask questions? People are asking tougher and tougher questions all the time. What I am saying is that a plan,

which we normally think of as an internal management tool, may double as a justification of budget requests. A plan can be a solid foundation from which budget requests are defended. That alone makes a plan worth writing. There is another reason, though, why you will want to prepare a plan, specifically a five-year plan: you need it to obtain state aid.

What is the relationship between planning and budgeting? One expert on budgeting has written: "Planning identifies the output desired. Budgeting identifies the input required."[1] Several speakers at this conference have sought to define the relationship between a board and the head librarian, and this quotation helps us to do so in the budgetary process. Planning (identifying the desired output) is basic policymaking and should be a joint board-librarian function, ordinarily initiated by the librarian. Budgeting (identifying the required input) is policy execution and should be largely the librarian's responsibility, although, of course, the board must approve the budget and can modify the budget if it so chooses. But frequent and detailed board involvement in budget making means that the board is the de facto chief administrator. Neither the head librarian nor the board should forget that the board's function is policymaking, not policy execution.

So, it is clear that planning should precede budgeting. But, how is it done? What is the first step? We can think about it this way. You know that a library's basic responsibility is service to its clientele. Who are the library's clientele? Who are the people the library serves? Who in the community are not using the library and why aren't they? How can you attract the nonusers, and how can you serve your present users better?

One common way to approach this question is to divide these people into categories such as school children, adults interested in general reading, adults interested in technical materials, adults with vision problems, etc. Categories of this sort can be arrayed in the manner shown in Figure 1 where we see the clientele listed along with their needs. Of course, tabulations of this sort vary greatly from one library to another, and for a single library they may change over time with surprising speed.

Once clientele needs are listed, specific programs to satisfy those needs should be considered together with the costs of those programs.[2] This is the kind of thinking that can serve as the core of long-range planning and budgeting. The final products of such thinking for a fictitious "average" Alabama county are the plan and budget shown in Figures 2 and 3.[3] I would like to point out some of the plan's features:

-- It has a clean, businesslike appearance, and it is brief. Busy city and county officials will pay little attention to anything much longer unless the additional length is in the form of supporting documentation.

Figure 1

Categories for Public Library Planning

Clientele	Clientele Needs	Programs	Program Costs
School children	-- --	--	$
School children-- vision problems	-- -- --	--	$
Adults--general reading	-- -- --	--	$
Adults--technical	-- --	--	$
Adults--vision problems	-- --	--	$
.	.	.	.
.	.	.	.
.	.	.	.
.	.	.	.
.	.	.	.
.	.	.	.

Figure 2

DAVIS COUNTY PUBLIC LIBRARY

Long-Range Program for Library Development
1980-1984

Introduction

1.0 The purpose of this program is to set the goals and objectives for library development in Davis City and Davis County.

Goal

2.0 It is the goal of the Davis County Public Library to assure quality library service to every individual in Davis County as part of the statewide program for library development in Alabama.

Objective

2.1 To continue the development of library services to the citizens of Davis County.

Tasks

2.11 To obtain city and county funds to provide additional work space for the Extension Department staff. (FY1980)

2.12 To begin a program of library service to the residents of institutions located within Davis County. (FY1980)

2.13 To conduct a mail survey of the citizens of Davis County in order to determine their preferences for library service. (FY1981)

Objective

2.2 To explore methods of interlibrary cooperation for improved service.

Tasks

2.21 To begin formal planning for developing cooperative programs of library service with the administration and librarian of Davis Community College. (FY1980)

2.22 To secure a Library Services and Construction Act grant from the Alabama Public Library Service to assist in the development of the Davis County Adult Basic Education Program. (FY1981)

2.23 To develop a cooperative program of acquisition with Davis Community College. (FY1982)

2.24 To develop cooperative programs of library service with the Davis County Board of Education. (FY1983)

2.25 To develop cooperative programs with the libraries of Lee Air Force Base. (FY1984)

Objective

2.3 To develop the Davis County Public Library into an agency capable of carrying out cooperative programs of library service.

Tasks

2.31 To apply for participation in the SOLINET cataloging program of the Alabama Public Library Service. (FY1980)

2.32 To institute a program of staff development and continuing education. (FY1980)

2.33 To secure funds to hire additional staff to increase the hours of service of the Public Services Department. (FY1981)

2.34 To adjust library resources to meet the reader demands discovered through the FY1981 mail survey of the citizens of Davis County. (FY1982)

2.35 To begin a program of targeting purchases of library materials to meet the needs of categories of library patrons with evident needs. (FY1980)

2.36 To further develop the library's program of library public and community relations. (FY1980)

2.37 To purchase or otherwise obtain, wherever possible, support services such as cataloging and maintenance in order to free the library staff for public service. (FY1980)

Evaluation

3.0 In conjunction with the citizens of Davis County, this program of library development will be continuously evaluated for effectiveness and costs of implementation.

Reports will be made at regular and frequent intervals to the Alabama Public Library Service, Davis County Commission, Davis City Council and, most importantly, to the citizens of Davis County.

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Figure 3

DAVIS COUNTY PUBLIC LIBRARY

BUDGET SUMMARY

	Actual FY1978	Current FY1979	Proposed FY1980
OPERATING PROGRAM			
Staffing (full-time equivalent)	8.0	8.0	8.0
Personnel Expense			
Salaries & Wages	80,290	88,317	94,319
Employee Pensions	5,620	6,182	6,602
Social Security	4,014	4,410	4,716
Injury & Health Insurance, Bonding	1,050	1,216	1,378
TOTAL PERSONNEL	90,974	100,125	107,015
Non-Personnel Expense			
Books	13,407	16,000	20,000
Periodicals	2,048	2,500	4,000
Audiovisual Materials	1,067	1,500	2,000
Building & Equipment Repair	974	1,100	1,200
Vehicle Operation	5,506	6,500	7,000
Equipment	1,105	1,200	1,400
Travel	896	1,000	1,200
Postage	905	950	1,100
Supplies	1,109	1,250	1,300
Binding	1,137	1,200	1,500
Utilities	2,401	3,000	3,500
Insurance on Building & Contents	456	700	1,000
Maintenance Contract	2,000	2,500	3,000
Audit	400	500	600
Other Contracts	408	500	500
Miscellaneous	147	200	250
TOTAL NON-PERSONNEL	33,966	40,600	49,550
TOTAL OPERATING	124,940	140,725	156,565
Change from Prior Year	5%	13%	11%
CAPITAL IMPROVEMENTS	0	0	12,500
TOTAL BUDGET	$124,940	$140,725	$169,065

Library Program Goals

To provide the citizens of Davis City and Davis County with a level of library service adequate to their growing needs; to serve as the public's cultural and intellectual center for individual development and the continuation of education; to assist the community in social growth, recreational interests, business endeavor and governmental progress.

To insure that the library development for Davis County progresses in harmony with the statewide program developed by the Alabama Public Library Service in cooperation with the Alabama library community.

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DAVIS COUNTY PUBLIC LIBRARY

OPERATING BUDGET BY PERCENTAGES*

Personnel Expense	Actual FY1978	Current FY1979	Proposed FY1980
Salaries & Wages	64.3%	62.8%	60.2%
Employee Pensions	4.5	4.4	4.2
Social Security	3.2	3.1	3.0
Injury & Health Insurance, Bonding	0.8	0.9	0.9
TOTAL PERSONNEL	72.8	71.1	68.4
Non-Personnel Expense			
Books	10.7	11.4	12.8
Periodicals	1.6	1.8	2.6
Audiovisual Materials	0.9	1.1	1.3
Building & Equipment Repair	0.8	0.8	0.8
Vehicle Operation	4.4	4.6	4.5
Equipment	0.9	0.9	0.9
Travel	0.7	0.7	0.8
Postage	0.7	0.7	0.7
Supplies	0.9	0.9	0.8
Binding	0.9	0.9	1.0
Utilities	1.9	2.1	2.2
Insurance on Building and Contents	0.4	0.5	0.6
Maintenance Contract	1.6	1.8	1.9
Audit	0.3	0.4	0.4
Other Contracts	0.3	0.4	0.3
Miscellaneous	0.1	0.1	0.2
TOTAL NON-PERSONNEL	27.2	28.9	31.6
TOTAL OPERATING	100.0	100.0	100.0

*Each item as a percent of total operating budget

DAVIS COUNTY PUBLIC LIBRARY

SALARIES & WAGES SUMMARY

	Actual FY1978	Current FY1979	Proposed FY1980
Director	13,000	14,300	15,050
Assistant Director	11,600	12,760	13,510
Extension Librarian	11,200	12,320	13,070
Technical Services Librarian	11,050	12,155	12,905
Bookmobile Assistant	9,120	10,030	10,782
Circulation Assistant	8,920	9,812	10,562
Library Clerk	8,100	8,910	9,660
Library Clerk	7,300	8,030	8,780
TOTAL	80,290	88,317	94,319

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DAVIS COUNTY PUBLIC LIBRARY

INCOME SOURCE SUMMARY

	Actual FY1978	Current FY1979	Proposed FY1980
OPERATING PROGRAM			
Davis City			
General Fund	45,000	55,000	63,000
General Fund (Revenue Sharing)	7,500	3,000	----
Davis County			
General Fund	50,000	57,000	58,000
General Fund (Revenue Sharing)	2,500	1,000	5,000
Alabama Public Library Service			
State Aid	12,600	16,540	18,783
Library Services & Construction Act	----	----	3,000
Fines & Charges (including out of county borrowers fees)	1,400	1,500	1,500
Gifts	5,940	4,685	4,782
Davis County Board of Education	----	2,000	2,500
TOTAL OPERATING	$124,940	$140,725	$156,565
CAPITAL IMPROVEMENTS PROGRAM			
Davis City (Revenue Sharing)			6,250
Davis County (Revenue Sharing)			6,250
TOTAL - ALL FUNDS	$124,940	$140,725	$169,065

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DAVIS COUNTY PUBLIC LIBRARY

OPERATING PROGRAM SUMMARY
(full-time equivalents and expenditures)

	Actual FY1978	Current FY1979	Proposed FY1980
Administration	1.0 19,276.34	1.0 22,299.08	1.0 24,963.96
Public Services	3.0 42,272.24	3.0 48,297.88	3.0 52,172.56
Extension	2.5 45,102.72	2.5 51,111.64	2.5 58,791.68
Technical Services	1.5 16,569.70	1.5 18,236.40	1.5 19,516.80
TOTALS	124,940	140,725	169,065

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DAVIS COUNTY PUBLIC LIBRARY

ADMINISTRATION DEPARTMENT

PROGRAM SUMMARY

	Actual FY1978	Current FY1979	Proposed FY1980
OPERATING PROGRAM			
Staffing (full-time equivalent)			
Director	.5	.5	.5
Library Clerk	.5	.5	.5
TOTAL STAFFING (FTE)	1.0	1.0	1.0
Personnel Expense			
Salaries & Wages	10,150	11,165	11,915
Employee Pensions	758.70	834.57	891.27
Social Security	541.89	595.35	636.66
Injury, Health Insurance & Bonding	141.75	164.16	186.03
TOTAL PERSONNEL	11,592.34	12,759.08	13,628.96
Non-Personnel Expense			
Books	97	150	200
Periodicals	28	40	50
Audiovisual Materials	--	50	50
Building & Equipment Repair	461	500	600
Vehicle Operation	1,003	1,200	1,300
Equipment	17	50	50
Travel	243	250	300
Postage	193	200	250
Supplies	47	50	60
Binding	--	--	--
Utilities	2,401	3,000	3,500
Insurance on Building & Contents	456	700	1,000
Maintenance Contract	2,000	2,500	3,000
Audit	400	500	600
Other Contracts	304	300	300
Miscellaneous	34	50	75
TOTAL NON-PERSONNEL	7,684	9,540	11,335
TOTAL OPERATING	19,276.34	22,299.08	24,963.96
Change from Prior Year	5%	16%	14%
CAPITAL IMPROVEMENTS	0	0	0
TOTAL BUDGET	$19,676.34	$22,739.08	$24,963.96

Administration Department Program Goals

To administer the Davis County Public Library under policies set by the library board.

To engage in ongoing planning for the provision of library service to the people of Davis County including, each year, the updating and evaluation of the Long-Range Program for Library Development of the Davis County Public Library.

To develop a trained staff able to respond effectively to the library needs of Davis City and Davis County.

To cooperatively develop joint programs of service to the citizens of Davis City and Davis County with the libraries of Davis Community College and the Davis County Board of Education.

In FY1980, the administration department will be working in conjunction with the Extension Department and the Davis County Sheriff's Department and the administration of Davis State Mental Hospital to begin a countywide program of institutional service through a Library Services and Construction Act grant from the Alabama Public Library Service.

DAVIS COUNTY PUBLIC LIBRARY

PUBLIC SERVICES DEPARTMENT

PROGRAM SUMMARY

	Actual FY1978	Current FY1979	Proposed FY1980
OPERATING PROGRAM			
Staffing (full-time equivalent)			
Assistant Director	1	1	1
Circulation Assistant	1	1	1
Clerk	1	1	1
TOTAL STAFFING (FTE)	3.0	3.0	3.0
Personnel Expense			
Salaries & Wages	28,620	31,482	33,732
Employee Pensions	2,023.20	2,225.52	2,376.72
Social Security	1,445.04	1,587.60	1,697.76
Injury, Health Insurance & Bonding	378	437.76	496.08
TOTAL PERSONNEL	32,466.24	35,732.88	38,302.56
Non-Personnel Expense			
Books	6,610	7,850	8,800
Periodicals	1,296	1,560	1,950
Audiovisual Materials	750	950	950
Building & Equipment Repair	231	500	300
Vehicle Operation	-	-	-
Equipment	412	550	550
Travel	140	200	200
Postage	53	75	80
Supplies	119	150	200
Binding	666	700	800
Utilities		(Administration Program)	
Insurance on Building & Contents		(Administration Program)	
Maintenance Contract		(Administration Program)	
Audit		(Administration Program)	
Other Contracts	-	-	-
Miscellaneous	29	30	40
TOTAL NON-PERSONNEL	10,306	12,565	13,870
TOTAL OPERATING	42,772.24	48,297.88	52,172.56
Change from Prior Year	5%	13%	6%
CAPITAL IMPROVEMENTS	0	0	0
TOTAL BUDGET	$42,772.24	$48,297.88	$52,172.56

Public Services Program Goals

To provide library service to the citizens of Davis City and Davis County through programs operating through the Davis County Public Library building.

In FY1980, the Public Services Department plans to expand its programs of service to the senior citizens through cooperative activities with the RSVP program. This will involve reallocating resources to the purchase of large-print books and magazines.

In addition, the Audiovisual budget will be utilized to purchase relevant materials in this area.

DAVIS COUNTY PUBLIC LIBRARY

EXTENSION DEPARTMENT

PROGRAM SUMMARY

	Actual FY1978	Current Fy1979	Proposed FY1980
OPERATING PROGRAM			
Staffing (full-time equivalent)			
Director	.5	.5	.5
Extension Librarian	1.0	1.0	1.0
Bookmobile Assistant	1.0	1.0	1.0
TOTAL STAFFING (FTE)	2.5	2.5	2.5
Personnel Expense			
Salaries & Wages	26,820	29,500	31,377
Employee Pensions	1,854.60	2,040.06	2,178.66
Social Security	1,324.62	1,455.30	1,556.28
Injury, Health Insurance & Bonding	346.50	401.28	454.74
TOTAL PERSONNEL	30,345.72	33,396.64	35,566.68
Non-Personnel Expense			
Books	6,700	8,000	11,000
Periodicals	724	900	2,000
Audiovisual Materials	317	500	1,000
Building & Equipment Repair	174	100	200
Vehicle Operation	4,503	5,300	5,700
Equipment	502	600	700
Travel	393	400	450
Postage	508	550	600
Supplies	371	600	700
Binding	411	500	500
Utilities		(Administration Program)	
Insurance on Building & Contents		(Administration Program)	
Maintenance Contract		(Administration Program)	
Audit		(Administration Program)	
Other Contracts	104	200	200
Miscellaneous	50	65	75
TOTAL NON-PERSONNEL	14,757	17,715	23,225
TOTAL OPERATING	45,102.72	51,111.64	58,791.68
Change from Prior Year	5%	13%	12%
CAPITAL IMPROVEMENTS	0	0	12,500
TOTAL BUDGET	$45,102.72	$51,111.64	$71,291.68

Extension Department Program Goals

To provide library service to those citizens of Davis City and Davis County who are unable to conveniently use the library materials housed in the Davis County Public Library. The Extension Department operates a bookmobile with scheduled stops throughout Davis County and, by contract, with the Davis County Board of Education provides library service to four schools currently without adequate school media programs.

This year a $3,000 Library Service and Construction Act grant, provided by the Alabama Public Library Service, will enable the Extension Department to begin limited service to the Davis County Jail and to Davis State Mental Hospital.

The money requested for capital improvements will be used to enclose the parking space assigned to the bookmobile to increase the all-weather work space available to the extension staff.

DAVIS COUNTY PUBLIC LIBRARY

TECHNICAL SERVICES DEPARTMENT

PROGRAM SUMMARY

	Actual FY1978	Current FY1979	Proposed FY1980
OPERATING PROGRAM			
Staffing (full-time equivalent)			
Technical Services Librarian	1	1	1
Library Clerk	.5	.5	.5
TOTAL STAFFING (FTE)	1.5	1.5	1.5
Personnel Expense			
Salaries & Wages	14,700	16,170	17,295
Employee Pensions	983.50	1,081.85	1,155.35
Social Security	702.45	771.75	825.30
Injury, Health Insurance & Bonding	183.75	212.80	241.15
TOTAL PERSONNEL	16,569.70	18,236.40	19,516.80
Non-Personnel Expense			
Books	-	-	-
Periodicals	-	-	-
Audiovisual Materials	-	-	-
Building & Equipment Repair	108	-	100
Vehicle Operation	-	-	-
Equipment	174	-	100
Travel	1?0	150	250
Postage	15.	125	170
Supplies	572	450	340
Binding	60	-	100
Utilities	(Administration Program)		
Insurance on Building & Contents	(Administration Program)		
Maintenance Contract	(Administration Program)		
Audit	(Administration Program)		
Other Contracts	-	-	-
Miscellaneous	34	55	60
TOTAL NON-PERSONNEL	1,219	780	1,120
TOTAL OPERATING	17,788.70	19,016.40	20,636.80
Change from Prior Year	5%	7%	9%
CAPITAL IMPROVEMENTS	0	0	0
TOTAL BUDGET	$17,788.70	$19,016.40	$20,636.80

Technical Services Program Goals

To order, process and distribute the library and other materials needed by the Administration, Extension and Public Services Departments in providing service to the citizens of Davis City and Davis County.

This year, as provided for in the Davis County Public Library Five-Year Plan for Library Development, the department began ordering fully-processed books from library jobbers in order to reduce the processing backlog. As a result, the Non-Personnel budget for FY1979 and FY1980 is below the FY1978 level. The increased cost of purchasing fully-processed books is reflected in the larger book budgets of the other library departments.

-- The plan's core is a set of objectives each of which is followed by tasks designed to achieve the objectives. Each task is related to a fiscal year in which the task will be started. Some tasks can be accomplished in one year while others will take longer.

-- Some tasks in this plan might be beyond the technical capacity of the Davis County library. For example, task 2.13, the mail survey, may seem easy at first glance, but polling is a highly technical enterprise. A poorly drawn sample or badly worded questions can produce results which are incorrect by 20 or 30 percentage points. A library wishing to run a poll should consult APLS or a survey research specialist in a nearby university (they are often found in political science or marketing departments). A poll may produce two benefits: first, the library can learn something about citizen preferences for library service, and, second, the poll will impress citizens with the idea that the library is trying to respond to their wishes; i.e., a survey is a good public relations technique.

-- This plan contains several elements such as polling, interlibrary cooperation tasks, and the SOLINET cataloging program which would substantially change the Davis County library's operations. Yesterday you heard a speaker describe one head librarian's opposition to SOLINET on the grounds that this system would eliminate a large part of her job, and I have been told by several of your colleagues that some librarians are afraid of the whole idea of planning. In such situations it is important that the board work sympathetically with the librarian to make him/her realize that his/her responsibilities go far beyond such routine tasks as typing catalog cards. In the future, time now spent on cataloging can be devoted to working directly with the public.

In turning to our sample budget let us suppose that today is July 2, 1979, and that you are the Budget Committee of the Board of Trustees of the Davis County Public Library. Revenue Sharing funds allotted to Davis City and Davis County have decreased, and property tax revenues are not going to increase much since the voters approved the lid bill in the November 1978 election. The Board and the librarian have already worked out the Long-Range Program for Library Development. The librarian is presenting the Committee with a proposed budget in which he or she is recommending a Fiscal 1980 operating budget which is 11 percent above the current Fiscal 1979 budget.

Figure 3 is an amalgam of the best features of an Alabama and San Diego, California public library budgets. There are several points to which I want to draw your attention:

-- The Long-Range Plan has a solid, businesslike aspect.

-- The current fiscal year's budget is presented along with last year's actual expenditures and the proposed figures for the next fiscal year.

-- Program descriptions are found at the bottom of relevant pages. For example, the first page which summarizes the entire budget contains overall library goals. Of course, these descriptions are integrated with the long-range plan.

-- It is important that decision-makers understand the enormous drain on library resources represented by personnel (even at the low salaries they are usually paid) and the small amounts remaining for materials. This message is most dramatically transmitted by percentages found on page 62.

-- Basic programs are summarized on page 65, and each program is broken down in subsequent displays. These programs might have been generated by the planning process illustrated in Figure 1.

-- A budget of this sort requires that a complete set of books be kept.

As the budget is planned, the amount of the total request must be carefully considered. Our overall objective is to get as much for your library as possible. The main way to get more money is to ask for more. This isn't to say that the library should ask for the sky. If the budget request is not credible, the library and board will appear foolish, but if you are going to err do so in the direction of being too high. Of course, all budget increases must be solidly defended, and this is where good planning helps. With a solid, consistent plan which will clearly benefit the community your chances of winning appropriations increases are increased.

According to a budgeting specialist named Aaron Wildavsky, "Budgeting proceeds in an environment of reciprocal expectations that lead to self-fulfilling prophecies as the actions of each participant generate the reactions that fulfill the original expectations. Agencies are expected to pad their requests to guard against cuts."[4] In all budgeting situations that I have participated in this is an accurate representation of the game-like quality of budgeting. I hasten to add that I am not advocating padding, and, after examining the budgets of two dozen Alabama libraries, I believe that large budget increases can easily be justified for all. But, it is important for you to realize that city and county officials expect that agencies under their purview will ask for more than they expect to get and will cut them accordingly, while agency administrators, knowing that officials think this way, will ask for more than they can do without.

The major lesson you should learn is that the library should never ask for a figure which, if cut, would seriously hurt the library. If the library asks for a minimum figure and that is cut by officials who believe that the budget contains fat, the library will be in serious trouble.

The library's pursuit of appropriations requires more than the preparation of a thoughtful plan and a detailed budget. General strategies should be kept in mind. Some of the following approaches will also be helpful, if not required.

Attention to clientele

Service to clientele is, of course, the centerpiece of library operations regardless

of the library's financial situation, and it is also useful to think of it as the basic element in a budgetary campaign.

Create new and exciting programs

Professional journals and meetings such as this one permit librarians and board members to exchange ideas about new programs. When something works one place there is a fair chance that it will succeed in many other locations as well.

Encourage feedback

Public officials may not be aware of the library's good work unless patrons tell them about it. Some librarians encourage "satisfied customers" to call public officials and attend budget proceedings. Friendly news people and patron-politicians can also be very helpful.

Form a Friends group

All of you are probably familiar with the assistance that can be provided by Friends groups, and I mention it here only for the sake of completeness.

"Be what they think they are"[5]

When I spoke to the librarians I asked them about their public image. They agreed that they are widely regarded as dowdy, grumpy women who wear shapeless black dresses and whose vocabulary is limited to "Shhh!" Other things being equal, public officials tend to be most generous to agencies headed by administrators who are perceived as being most similar to the officials. If the librarian is unable to present the required image, he or she can sometimes be backed by board members who are closer to the mark.

Make personal contacts

The head librarian and board members should miss no opportunity to develop personal relationships with public officials. City council or county commission meetings should be attended regularly even when library matters are not being considered. The head librarian and board members should not just appear once a year during budget hearings. If there are no hearings on appropriations, the head librarian should make an appointment with the mayor or a county commissioner and deliver it to him personally.

Bring them to you

Special efforts should be made to induce newly elected public officials to visit library premises.

Avoiding cuts in existing programs

When revenue is short, libraries are often the first targets for cuts. There is no surefire way to avoid them, but armed with a well-drafted plan and budget the librarian can at least demonstrate that service reductions will inevitably result. The librarian can also show how much money will be lost because of a cut in local funding.

Be sure not to waste library resources, and be sure not to convey the impression

that waste is occurring. Such things as overuse of air conditioning or heating, over-illumination, or apparent extravagance in office accoutrements (even if they are the staff's personal property) can be disastrous if they are noticed by the wrong people. Because they are not submerged in day-to-day library operations, board members can be expecially valuable in spotting problems of this sort. The library must be extremely careful to spend funds efficiently and to give the appearance of doing so.

Expanding existing programs and starting new ones

Sometimes appropriations for new programs are especially difficult to obtain. Many cities use budget forms which highlight new programs thus making them readily accessible to the axe. One way around this problem is for the library to start a new program by making it part of an existing one. At a later time when the new activity has proved successful, its camouflage can be removed and it can be presented as new. Even then it is often useful to present such a program as being an integral part of the old one so that the respectability of the old is transferred to the new.

I have noticed that work load data are sometimes included in public library budget justifications. There is something compelling about figures which show the number of books processed per staff person, the number of bookmobile clients served, etc. If budget requests can be tied to such statistics, increasing budgets can be presented as the automatic result of work load and public demand increases.

The following pages provide a five-year plan and budget displays for a hypothetical public library, the Davis County Public Library. While it is hypothetical, it will serve as a guide for trustees and librarians in long-range planning and budgeting.

NOTES

[1] Peter A. Pyhrr, Zero-Base Budgeting (New York: John Wiley and Sons, 1973), p. 2.

[2] Leonard Merewitz and Stephen H. Sosnick, The Budget's New Clothes (Chicago: Markham, 1971), p. 16. Merewitz and Sosnick define a program as "a collection of activities that have the same purpose or that function together to produce the same outputs."

[3] The author would like to thank Bill Crowley of the Alabama Public Library Service for preparing this plan and for assisting in the preparation of the budget.

[4] Aaron Wildavsky, The Politics of the Budgetary Process (Boston: Little, Brown, 1964, 1974) p. 23.

[5] Ibid., p. 74.

THE POLICY ENVIRONMENT

Mrs. Alice B. Ihrig, Director, Civic and Cultural Programs, Moraine Valley Community College

I would like for you to look at the first page of this handout.

When we talked last night, we touched rather briefly on what trustees do as compared to what librarians do in a well-managed library. I think I said something like, "Get the best librarian you can and turn the business of the library over to that librarian as much as you can." Trustees are not supposed to run the library. I know in small towns this does happen. Many times only the trustees are holding the library together. They are willing to paint the shelves, do the volunteer work... everything that's needed. But our objective is to have a fully qualified staff and to allow the librarian to do the community work and some of the thinking for the board. The major policy decisions are made by the board.

Now, if you will look at this first page of your handout, we have to decide first of all, what is policy? There are a million and one definitions. I want you to look at mine, and then I want you to do one of your own. My view is that a library trustee represents the community by serving on a board which is responsible for making policy for the operation of the library. The trustee advises the community and the staff on matters affecting the library, and plans for progress of the library, and communicates to the public the programs, plans, problems and needs of the library.

Now, use your second sheet to write your own definition of the role of a library trustee. If you like mine you can be lazy and say "I agree." But do edit it at least. Change a word or phrase. No one has a perfect definition.

Most of you have finished, so let's begin to look at them. This will tell me a little bit about how you see your responsibility; how you differ from any traditional responsibilities assigned to libraries. May I have a couple of volunteers who will read what they have written?

Audience comment: I wrote down essentially the same statement. Trustees deal with all decision making, community awareness, and political sounding, as I call it. They

set goals and objectives for the service and growth of the library and support the activities of the staff.

Ms. Ihrig: I like that comment. We thought we invented "political sounding" in Illinois, but I understand that there is a fair amount of it done here, too.

Trustees are in a much better position than librarians to work in the political area. When, for example, libraries want to raise their salary levels, trustees really have to stand up and point out the necessity of it. This is particularly true when dealing with legislators. You can have a very strong influence. Who else would like to read?

Audience comment: Could we pursue that? How do we affect public opinion as well as legislators?

Ms. Ihrig: It's not easy. White House Conference delegates across the country are talking about the fact they don't know much about libraries. It bothers trustees that even with a fairly active public relations program, that is--news releases, television and radio spots, a lot of people never hear about the library. Trustees must be involved in this because you meet different people. You do not move necessarily in the same circle with each other or with the librarian or staff or many of the users. So you must be very vocal. I think vocal is the key word. It is "one-on-one." It is telling everyone you know. It is being sure that you always carry a notice about the next program at the library with you. It is standing up at every meeting you attend and saying, "I just want to remind you that the next program at the library is Travelogue on Africa or "We are going to be open Sunday afternoons this summer."

It means making your library known to the people with whom you have a connection. It is being alert to places that will accept information. If you walk into your local bank, and the counters are clean, ask the banker if you can put some library information there for people to take. It is saying to people who like to do artistic things, "Why don't you do us a poster on our library program?" The general kind of thing a trustee can do is to simply awaken people. Now, that is promotion.

You also have to tell people about library problems. That is also important.

Go to your town counselor or county commissioner and say, out of the clear blue sky, "Why don't we put more money in the library?" or "That is a great library we have and I bet it needs more help than you are giving it." You may know someone well enough to say, "I know you know the commissioner. You might tell him about our library programs." Now, libraries are addicted to honesty, but there is nothing wrong with promoting it.

Audience comment: We have a very active Friends group. We depend on them more for communications with the city council.

Ms. Ihrig: Yes, that's fine. I think the only thing is you don't want to miss an opportunity. Be prepared to represent your library when you go to lunch with people or if you meet somebody for golf or if you are at a football game. Remember you are a trustee and remind everyone that you are involved with the promotion of a good institution within the community. It doesn't have to be something overwhelming. Just don't miss an opportunity. At the very least you want to be sure your friends will say to themselves, "He is a library trustee and he keeps telling me that all the time." This is good because you can relay an awful lot of information through personal contacts.

Friends are great. If you do not have a Friends group, I would suggest you investigate developing one. There is a movement toward Friends groups and the White House Conference is saying, "Let's have more Friends groups because we need more people in the community to spread the word." If you don't have one, it would be a good time to consider starting one. The library board can start Friends groups. You don't want to dominate it, but you can take the first step to organize it. Call the first meeting, start the first planning committee from people you know in the community, and involve the librarian and staff. A lot of the background work can be done by the Board and then the formation of the group becomes much easier. You can involve the leaders in the community, and they will gradually build outward from that original group.

Audience comment: What of cases when there is friction between the Friends and the Board?

Ms. Ihrig: That can be a problem. It does happen. I know of one Friends group that was formed deliberately to get rid of the Library Board. There are library boards that should be pushed a little bit, and I think the Friends knew that. You have to be very careful that the purpose of the Friends group is clearly stated in the charter or bylaws. It should be made clear that the Friends are not involved in the policymaking of the library. They should feel free to express an opinion.

The two groups should be separate; there is no question about that and it is one of the reasons I think it's good if the Board forms the Friends. It sets some of the parameters. The Board must always try to maintain good liaison with the Friends and try to work things out together, but the board must always remember it is the governing unit. I guess you have to continue to think of yourselves as governing people to be sure that no one usurps your prerogatives. That is very important.

Audience comment: How does the board "pry" money out of the Friends? Friends may think money in the bank is what they need, but my idea is materials on the shelves. We don't need money in the bank and trying to get it away from them is like pulling teeth.

Ms. Ihrig: It is. They get very proud of their bank balance and they like to look at it. I would never let a Friends group hold more than $300-$500. Friends don't even have to hold that much. They should hold enough to keep the account open and have a little seed money. Even the biggest ones don't need much. Philadelphia, I think, at one time had only $300. It was just a security blanket so they could start something.

Now, how do you get the money from them? If the charter or bylaws for your Friends state that the Friends exist to promote the library and that money raised by the Friends is intended for the use of the library, then you have a support position to say to the Friends, "You raised this money using the name of the library, and you should give it to us. It is not yours to hold. It is intended for the use of the library as stated in the charter."

All projects of the Friends should have a specific purpose, not just to raise money for the Friends. Raise money for something for the library. Even if it is very broad, like expanding the collection, at least you have a specific purpose. It is better when there is something the Friends can point to and say, "We paid for this." If you expanded the collection and the Friends paid $1,000, you can show them what they paid for. You can say, "These are your volumes." The Friends are supposed to raise money and have it available for you. You may sometimes have to point out that they did it in the name of the library and that therefore it is library funds, and they should hold only what they need to start their next project. People who give ought to know that it is going to end up in the library.

Now, there are things you can do if they are really holding out. You can say to the Friends, "We would like your check by two weeks from Thursday because the newspaper is going to take a picture of your President giving it to the Board. We are going to buy the books now and have them in the picture so we can say, 'These are the books purchased by the Friends.'" You can do that kind of thing; you sneak up on them. Now, if they really hold out, you may have to form another Friends group. It is simply not right for them to hold the money people gave freely for library purposes. You can also infiltrate them. With enough friends on the Friends, you can take over the organization. It may be that has to happen to get a broader base for the Friends. Then some of the new people become officers or at least influence

policymaking within the Friends. It isn't easy sometimes. When I served on the Board, the Friends held an awful lot of money one time. They anticipated setting up a gift shop, and they kept saying, "That's our seed money." I kept saying, "But that isn't your money. If you want to raise money, when are you going to do it? Either put the money into a gift shop now or get it out and buy something else." I won and they bought a PA system for the auditorium. And now we are down to bedrock again. If the Friends have money in the bank, they are not going to feel they need to go out and raise money. So keep them moving and keep telling them what you want.

Say to the Friend, "Our budget this year doesn't permit us to have the children's program or sponsor the lecture series, and we'd like you to pay for it. You raise the money for it and you will get the credit." It becomes the Friends of the Library Lecture Series, for example. So keep giving them appetizing things that need money while you spend the money that is there. Think of ways to put pressure on them as nicely as you can. Deal with this problem while you organize the Friends. You might even write into the bylaws, at the beginning when nobody notices or really cares, that the Friends shall hold no more than so many hundred dollars in an account for longer than three months or something as that. Then they know they have to clear it out and give it to the library. You can always buy materials, or a piece of art or something and label it from the Friends.

This helps get the money into the library. Now the library should not hold it. It should be spent. Buy a tape recorder with it or whatever you need. Spend it. Now, let's get back to policy.

We have heard that a library trustee is a broad-based person. There are many responsibilities. If you are going to govern, there are certain things you are going to have to achieve. You can't just sit there and let things swirl around you. You have to really participate in them and that is what we call "making policy."

Now, what is policy? A lot of people say they can't really define it. I defined policy as the written statement, the document, that is intended to guide and direct the operation of the library and the procedures of the board. That is, policy is directed at the Board as an operating unit. I am talking the bylaws and things like that. You make policy to guide and direct the operation of the library.

The first thing to do is determine how the Board is going to operate before you make decisions about the operations of the library. You need to write policy in a way that will be acceptable in your community, that means something to your board, that is clear in terms of how you think of it. There is always a danger in adopting someone else's definition, even Webster's.

You would be surprised how many Boards do not have their own policies and procedures. I have asked when I talked to Boards, "May I see your bylaws?" They go, "Uh?" "What bylaws?"

Audience comment: While we are talking about that, do many Boards set goals and objectives for the board member and staff?

Ms. Ihrig: Not enough, but many are beginning to do that. It is done more, and it is a very good thing. Sometimes the Board becomes very dictatorial, and doesn't realize it should have some objectives for its own performance. When libraries do planning, that is usually when they think about the Board's role, and they will plug in a piece of the plan that will say, "The Board will attempt such and such." This will mean a commitment on the part of the Board itself or changes in the operation of the Board.

It may be something as simple as stepping up the frequency of your meetings or saying the Board will see to it that all members will commit themselves to purchasing some materials for a Board meeting section of the library. Some boards have adopted plans for positive recruitment of new board members. Boards should have objectives. If the Board doesn't quite know how to start on that, and you are the one who thinks it is important, bring in a draft. I think it is always easier to start with somebody else's written material. Then you can do to it all you want. But you can start with what at least one member is concerned about. Boards can commit themselves to becoming more expert. Is that not why you are here? You are giving up a Saturday to come and improve your own skills. That could be a very positive goal for any Board. School boards, for example, need that same kind of feeling that they're learning more about their responsibility.

Now, policy can be defined in several ways, but basically it is certainly guidelines; we are talking about a guide to the operation and progress of the library. We have to decide what we put in policy. A lot of boards have a lot of policy that consists of a motion made when they had a problem. Somebody says that is policy and generally it disappears into the minutes, and--unless you index your minutes--as some people do, you never find it again. The next time the problem comes up, somebody says, "What did we do about that the last time?" So the main thing you have to have is a complete picture. You ought to have a book, a notebook, a file, a record, into which you put your policy decisions. That means as you make your decisions, you have to identify which ones are policy. You will make temporary decisions that are not policy that will affect you momentarily. When you adopt a budget, you adopt it

as policy but it is not permanent policy. It is a one-time deal. You want to put in your policy those things that have a degree of permanency. This doesn't mean they shouldn't be changed from time to time. But it does mean they should have a degree of permanency. Part of the purpose of policy is equitable treatment with similar decisions made for similar circumstances. So, policy primarily covers areas that need a positive, ongoing and continuing statement of how library functions are to be carried out.

For example, if you are going to have a policy on selection of new materials (which you should definitely have) you could include the general directions on how to meet the community needs. You could include the commitment to freedom to read, or whatever statements that you prefer to use to express your commitment to the availability of broad kinds of information. Then you could indicate areas to be emphasized. This would be changed from time to time. For example, the librarian should come to you, probably once a year, and say, "This year my book budget should emphasize nonfiction because we have fallen behind in that area."

Your general policy can reflect the basic things you provide for the community. You can say that your emphasis will be on current fiction, or nonfiction or on reference if that's what you need, and you try to figure out which areas will need emphasis to build as nearly as possible a good, competent library.

Now, the Board should be advised by the librarian in this area. The librarian will look at the collection and when the budget is built will say, "This is what I plan to buy this year. I'm going to improve the children's collection or create a young adult collection." Now, sometimes the librarian won't say to you 10% here or 15% there, and you ought not to be bound by specifics. But the librarian should say to you, "My intention is to buy heavily in these areas, and I'm hoping to spend so much in this area." That gives you an idea of what's being used and what is needed.

Now, all I am suggesting is that the Board ought to say in the beginning, "Our purpose is to build this kind of library. We are emphasizing these areas." You do need to provide a book selection policy to guide the librarian who buys the books: "We want a library that has this kind of department, that kind of department, etc." Otherwise it is a great temptation to buy whatever the salesman wants to send you or to take somebody else's book list, which is fatal because other towns are not like yours. The librarian needs to think about the appropriations that he or she will need to buy to augment the collection in a given year.

Now, you will have to make some appropriational decisions as you go. They can be based upon staff recommendation, your own discussions on the Board, and what you hear around town; that is, you hear from patrons that the children's collection isn't very good, and the librarian says, "People are right. We really don't have enough," then you may wish to discuss with the librarian the possibility of emphasizing that collection. You might say to the Friends, "This is the year we want your money to go into our children's collection." That is a policy decision based on your knowledge of your community and based particularly on the librarian's knowledge of what is being used and where the gaps are. People will come in and say to the librarian, "You don't have enough of this," or "I can't find this," or whatever.

Now, if you belong to a good network you can temporarily patch up the situation by borrowing a book, but other people may not be able to spare you what you need. So you still need a decision periodically based upon what the librarian sees, hears, and thinks. Now, if you make a positive decision to have an excellent children's program and the next person you plan to hire is a children's librarian, then you have to be prepared to work with that librarian. One of the things you can do, if you are hiring your first children's librarian, is to say to that librarian, "Part of your responsibility is to look at our collection and recommend what we need. Give us an idea of what we need to spend to bring that collection up to date." That's relying on the librarian. That's their business to know. But it is your business to reflect what you are hearing in the community.

Audience comment: What about buying periodicals? Should libraries emphasize them? There are so many of them.

Ms. Ihrig: The size and nature of your periodical collection is an aspect of your selection policy. You should work with the librarian and find out what else is needed in the community. If you have a specific group in the community that you have to reach, perhaps Mennonites, you might get the Mennonite Review. You want first the magazines that people are most likely to use and that is often the ones listed in Consumers' Guide. As with books, you want to purchase materials that meet the needs of your community as the librarian analyzes them and as you hear about them as you represent the library in the community.

Audience comment: What if the librarian is new and really doesn't know the community?

Ms. Ihrig: You will have to instruct the librarian as to what the community expects from the library. You need to say, "It is our policy to buy in the spectrum of

political opinion, for example." But you don't want to say, "We are going to put a certain amount into conservative and a certain amount into liberal publications." You want to indicate the desirability of having samples of both. You need to say that, so that the librarian knows that he or she is expected to shop in both areas, broadly across the spectrum of political opinion. You need to discuss occasionally what the community will bear in terms of current fiction. You know most of it is somewhat different than it was twenty years ago. You need to say to the librarian, "We don't believe in censorship, and we also feel the bulk of our purchases should go into a certain moderate range," if that's true. Or, you may want to do exactly the opposite, "It is our policy to have current fiction that is being reviewed everywhere and seen on television; we want to have it while it is still new and exciting." You will run risks, of course, as some people will challenge your selection. But again, librarians are trained to do this, and once they have sampled your opinion and the community's opinion, then you will begin to know what the community wants most. This doesn't mean that you don't satisfy the minority interests.

We had a board member on my board whose major interest was in obtaining all the latest sexy books he could find. He thought that being on the board meant first crack at this. He was a little disappointed that we didn't have all that many. That is a policy you have to make and you have to think on behalf of your community, not yourself. You will, of course, have books on the shelves in the library that you will never read, that you are not interested in. You have to remember that the community is a lot broader than any one person, and you have to think in terms of community interests. It is our policy to try to range widely across a certain spectrum, and it is our policy to have what people want. It is hard to express that but you can do it. It is very important to do it. You will change your emphasis from year to year as the librarian finds that he or she needs to improve certain areas.

That is why I think it is very important prior to budget processing for the librarian to come in and tell you, "I intend, assuming we have the money, to buy widely in such and such an area this year and a little less in another area." The librarian should explain really how the collection is being developed so that you know about what is available from your library. That can be very fascinating. I find an awful lot of trustees never worry about the collection. They just figure the librarian buys books and puts them on the shelves. It is very helpful for you to know the kinds of books that are being purchased so you can say to the community, "We have lots of information in these various collections."

Policy decisions are not ones you alter frequently. They should be more or less continuing ones, ones that you stick with for awhile. Then policy becomes known to the staff and the community and you are not always shifting gears. However, you don't lock in everything forever either. It is a good idea to provide for periodic review in your bylaws or in your policy manual. The personnel manual may need a review almost every year because you will be looking at salary scales, benefits, and promotion policy, and that sort of thing.

Many of the regulations for the use of the meeting room and things like that may go for years without much change. So I might provide for an annual review at one of your meetings to read through and see if any members want to question any policy or add any policy. Maybe once a year is too much for you; it can depend on how many policies you have. A periodic, required review is a very good way to insure that you are not running a 1904 library. You have to keep up with what's going on. Some Boards start out a strict meeting room policy. You can't have food or beverages, you can't come in if you are a religious group; you can't come in if you are a nonreligious group. That sort of thing. Then, people found out that the library meeting room was part of the community, and they want you to open it up to whomever could pay whatever fee there was for it. We used to have a policy which said you couldn't use our room if you were a religious group. I don't really know why, because we finally decided that was silly. For a long time the new churches in town used our library meeting room as a church until they finally built and moved out. Nobody said a word. Everyone thought that was perfectly all right. It didn't imply that the library was becoming religious. It simply said here is a group in town contributing to the welfare of the community that needs a temporary meeting place.

A lot of libraries have not admitted political meetings. That has also changed. A lot of people say, "Now where else would the community feel comfortable but the library, meet the candidates for various local offices?" The library is a good place to do this, a nonthreatening place, a place no party owns. So that may be a policy we want to drag out and review. Of course, you may not have a meeting room.

Audience comment: What about charging for use of the room.

Ms. Ihrig: If you as the board are willing to make that policy, you have a right to build in a charge for the facility. However, I will tell you it is a very positive trend to make meeting rooms available free, partly because it is good promotion. Many groups will resent even a modest charge. I think you will find

the trend is clearly to let people use these rooms. Once in a while you have to make an insurance charge. So if you want to use our room you have to pay fifty cents. We have to cover a liability rider and this is how we do it. Nobody has objected to that. But I think here again it's a policy. You have to say, "Does your community expect us to offer this service? Would it tolerate a fee if we explained a fee?" or "Is the non-fee the best kind of public relations we can have?"

Audience comment: Do most libraries have their own attorney or do they call on the city attorney?

Ms. Ihrig: I'm sure it goes both ways. I know it does in our state. I think you'd almost have to tell me what your attorney relationship is. We have our own attorney on a very modest retainer. I am sure that some use voluntary attorneys. You may often have a member of the board who will handle whatever you need. I am sure that the city attorneys will also be available to libraries that are clearly connected with the city structure. Increasingly, you do need access to an attorney. If you can find one who is in the Friends who will do it for free, that is great, not really fair, but it is great. That is also a policy, incidentally. Our board has a policy that if you serve on the Board you may not do professional work for the Board. That policy came from a board that got trapped with an architect. The architect came on the board and wanted to design the library for free. It sounded like a great offer, except he wanted to design the kind of library the board didn't want. The board didn't feel free to criticize his plans, and it didn't work well. They finally decided the best policy was not to have members of the board doing any free, professional kind of thing. Now, that doesn't necessarily mean that an attorney on the board couldn't file a paper with the state or something like that, but I would be very cautious and not use the Board attorney if you were sued or anything of that sort. You should go outside for that. There are certain ethical considerations and conflict of interest situations that you have to watch when people do volunteer work.

One other solution to charging for the meeting room would be to get Friends to raise enough money to make the use of the room free. Then they can brag about it. They can say, "We provide the use of this room on behalf of the community."

Audience comment: My point about charging is some use of the room is not open to everyone. My feelings were whatever is occurring in this meeting room should be open to everyone. My feelings were whatever is occurring in this meeting room should be open to every single citizen, every taxpayer, when they use it for nothing. A purely social and closed meeting not open to everyone should be charged for because the taxpayers pay for it.

Ms. Ihrig: I think that could be a very appropriate policy to make that distinction. I suspect many boards do. If it is a public function it is free; where it is a non-public function, there may be a fee. However, here again you have to know your community. That is clearly a policy decision to be made between the library board and the librarian based on the impact of charges on the good relations that you have with people and the need you have for charges.

The main thing you must do is to be sure that your policy is fair to everyone, that you do not discriminate against any particular group when you are making these decisions. It is perfectly all right to make categories but be sure you are not discriminating.

We are getting pretty close to where I am suppose to end. Let me just say a bit about the kinds of statements that you would be making as a part of your library policies. It is a very good idea to describe the trustee in your policies, the responsibilities, and so on. It is also a very good idea to say how policy is made, that policy decisions are subject to a certain procedure so that you do not make precipitous policies. I have already suggested that a periodic review built into your policies is a good idea. One thing we did not get to do was to look at what is included in policies, in terms of an actual directory. I would refer you without any hesitation to the Alabama Public Library Service which will have policy samples, of good personnel policies, of good general policy, which you are not to copy but you could use in terms of developing your table of contents. This will help you make sure that you have covered all the points that ought to be included in your policy and procedures.

My last warning is, don't copy. Please remember you are unique. Your policies ought to be a degree consistent with others, and you want to have personnel policies that are up to date and kind of accepted. But do remember that your policies ought to be your own policies. That is why we are trustees, to make these decisions. So don't feel compelled to accept somebody else's judgment. Just try, I think, to be as free and easy as you can. Remember that the library does belong to the people in your community, and you want to make it as easy and comfortable for them to use it as possible. You do not want to hedge everything by too many restrictions. Only adopt those that are really possible for you to maintain and to use in an orderly fashion.

Let's break for coffee, and we can chat about the questions and ideas you have.

SUMMARY REMARKS

Anthony W. Miele, Director, Alabama Public Library Service

A number of questions have been asked members of my staff, and I would like to make a few comments in response.

Someone asked about the gentleman who left money to the city for the public library. The question is, Does a gift have to go through the city? The answer is No. Donations or gifts can go directly to the library board. That gentleman was doing it that way because he wanted to make sure that his city would not default on its commitment to support the library.

Some people have asked for membership forms for the Alabama Library Association. Your library should certainly be receiving the Alabama Librarian, and usually there is an application form in the back of one of the issues. If you don't have one, write to us and we will get you a form.

We had regional meetings for the Governor's Conference in September, with the main conference being January 7-9 in Montgomery. The program has been officially set and it has been approved by the Governor's Conference Committee. The delegates and alternates have been selected. The names will be sent out within, I hope, the coming week. Those of you who have been selected should find out very shortly.

A very interesting thing about the regional conferences is that the same main issue came up in each one of them. Mrs. Ihrig touched on it frequently in her presentation here.

Do you know what the number one concern is with libraries today? It is our public relations image--how the librarian relates to patrons when they come in. What kind of image do you project into your community? It's so important to sell your program to the community. Let them know what you can do and what you have to offer. When you talk to people who don't use the library, and you tell them what you can do for them, they are utterly amazed at what you can do.

I was quite surprised that funding was only the number four issue.

On Monday, January 8th, there will be a legislative dinner for all members of the

Legislature, the outgoing Governor, and the incoming Governor. At that time, we will honor Governor Wallace for his support for libraries while in office, and we will be honoring the two gentlemen that Ernie mentioned to you earlier this morning, former Senator Lister Hill and Congressman Carl Elliott. We are really honored in Alabama that these two gentlemen are native sons. They are responsible for federal library support programs for libraries in this country. It's unusual that both gentlemen who sponsored this legislation would be from the same state. I have met both of them since I've been here, and they are absolutely fantastic.

Mr. Elliott attended the regional meeting at Sylacauga. He made a beautiful statement in support of libraries. Next week I am going to speak at a networking conference at the University of Pittsburgh. I am going to close my speech by quoting three or four paragraphs from Mr. Elliott's talk. That's how good it was.

Now briefly, just a few other things. Just as we do this workshop for trustees, we also do workshops for the librarians. We want to assist both trustees and librarians. This morning someone asked me what to do when the librarian won't go to meetings. I gave a very blunt answer and said, "Fire her/him!" Well, that was a little too blunt, I suppose. Before you get to that stage, of course, you should try to convince the librarian that it is very important to attend these meetings.

You know, there is no excuse for them not attending. We hold quarterly meetings for the library administrators, both for regional and independent libraries. There is no reason they shouldn't attend. Frequently we pay their expenses at workshops.

Another program which began last year is our two-week Intensive Library Seminar. Recognizing the fact that out of 180 public libraries in Alabama, there are only 80 librarians with professional master's degrees, and recognizing that many localities would never be able to pay one if we passed a law which said you had to hire them, we decided to set up the seminar program. We selected twenty-five people who had at least one year of working experience in the library, but did not have a master's degree in library science. We took them to the University of Alabama campus, to the graduate school, and for two solid weeks gave them a crash course on how to be a professional trained librarian.

Now I realize that you can't accomplish much in two weeks, but I guarantee you that the twenty-four who were able to attend the program were not the same twenty-four who came out two weeks later. If you ask any one of them, they will tell you that. They were absolutely and positively convinced it was the kind of program that will help them do a much better job. Their libraries are already seeing some of the benefits.

We will continue this program. We will repeat it again this spring for twenty-five more librarians. Their expenses are paid but you have to support the program by giving them the time off and continue their salaries, so they can attend the University of

Alabama and take the course. That is your obligation. Please keep that in mind when your librarian asks you about it next spring.

We are trying to cover all areas of continuing education for both the librarians and you as trustees.

I was asked several questions about state aid. If you increase your local support, does that qualify you for more state aid? Well, I wish I could say Yes, but it just doesn't work that way. The intent is to work the other way. State aid is to help you get the support you need when you go to the city council or county commission. When you ask for funding and they threaten to cut you, you can say, OK, if you cut us then we lose a certain percentage of our state aid."

State aid is meant to supplement and not to replace local money. It is not a hand-out. It is money to help you do those extra things you would like to do and couldn't do because you didn't have the money. We are pretty liberal with the things we allow you to do with state money. If you look at other states, you will see that we are liberal, although I know many of the librarians don't think so.

In Louisiana, state aid can only be used for library material. By library material, they refer only to books, periodicals, and microfilm. They do not permit a microfilm reader or printer. Our state aid can be used for everything except library construction or capital equipment outlay. You can even use it for salaries. I don't like to encourage the money being used for salaries because that is not its purpose. The intent is to improve library services. Salaries are a local obligation, and it is dangerous to use state aid for salaries.

If the Legislature says, "I'm sorry, Mr. Miele, we can't give you any more state aid," what do you do? What do you do if you have people being paid with state aid money and then that money is gone? If your locality doesn't give you more money you are in a bind. You can cut back on services if you are forced to, but it is hard to cut back someone's salary.

On another topic, I want to encourage you to get copies of your Alabama Librarian and read about our systems study. It's a comprehensive study containing about 360 pages. But for the first time, all the information has been compiled in one publication. It is a long study and one of the finest ever done for libraries anywhere.

Many people have had problems with this study, particularly school librarians. We met with the Department of Education, and we made a presentation of the study to them. They may not agree with everything in it--and I don't expect everybody to agree totally, but they did agree with its content. They have agreed to appoint a committee, under the Department of Education library media staff, to work with me and my staff.

After the Governor's Conference in February, we will arrange for regional hearings

all over the state. Everyone will have an opportunity to hear a presentation of the study and to ask questions about it. Two most important things to remember about it are 1) it is strictly voluntary; no one has to belong to a systems operation if he doesn't choose to; and 2) every single library in this state retains its autonomy. There is nothing in the study that says that the school libraries or any libraries are going to be taken over by APLS.

In fact, it says very plainly that school libraries will stay under the supervision of the Department of Education and that academic libraries will stay under the Commission on Higher Education, and so forth. Each library maintains its autonomy. The purpose of the systems study is to set up districts so libraries can work in cooperative modes to provide the best service for the patron.

Librarians must stop thinking about themselves and start thinking about the people in the community who want to use the library. There is no library in this world that is big enough or rich enough that it can go it alone or support itself. There are four of the largest libraries in the world in the Northeast: New York City Public, Columbia University, Princeton University and Yale University. About four years ago, that's exactly what they decided--that they could no longer go it alone. Those libraries had multimillion dollar budgets. They had millions of books in their collections. Some of them have as many as 11 million books, yet they decided they cannot go by themselves any longer.

These four libraries formed a consortium (network) to cooperate with each other. They are sharing their cataloging operations, and they are sharing periodicals. The University of Alabama has made a statement that in the next two years unless they get more money for library materials, they'll have to use the entire book budget to buy nothing but periodicals. Today, libraries really can't go it alone. We have to make the most of the materials that we do have. We have got to work together, share our resources, and exist under a philosophy of cooperation. They are the most important things we need to talk about.

We have also been working on a trustee's handbook. We had hoped to have it ready for you at this conference, but unfortunately the one person who was working on it retired. And, Governor's Conference has been keeping us ten times busier than we would like to be kept. However, we are still working on it. When it is completed, every trustee in the state will receive a copy.

The last thing I want to do is to thank you for coming. You are absolutely the most important people in the library. Without you, we aren't anything. Without you, we can't exist. For me to see you here is the greatest satisfaction I can receive. At APLS we want to help you do your jobs, and we appreciate your coming very much.

I want to thank my staff for their participation. I hope you've had the opportunity to meet them and talk with them. Any time you need any help from them or from me, or anybody on the staff, don't hesitate to call. We have a toll-free WATS number. Call us any time. Even if we are not open. We have a recorder and you can leave a message for us. You can always reach us.

Last and not least, I want to thank Maury and all his people who have done a fantastic job of putting this conference together for us. They did a super job last year. I didn't think they could do a better job, but they have.

And, one last thing, our speakers. Dr. Grafton. Dr. Criss. Of course, my friend Alice Ihrig. Alice and I have been friends for a long, long time. They have all done a super job, and I can't thank them enough for what they have done to help make this a successful conference. Thank you again for being here.

LISTEN TO YOUR ROOTS

The Reverend Robert T. Baggott, Jr.

Introduction
M. S. Matthews, Jr., Director of Continuing Education, Auburn University

I have not had my turn at bat yet, and we are down to the closing hour; so I will not hold our meeting up much longer. I do want to extend Auburn University's thanks to you for coming and for continuing your educations. We hope it has been valuable for you.

I want to report on behalf of the "Red Group." The "Red Group" all got "A's." It has been a good experience for them, and we're delighted to have you here, and we hope you will come to Auburn many times in the future.

We hope the day is not far off when we will actively seek your support. We want, we need, we have every intention of building a continuing education center on the Auburn campus where adults can come to stay with us in an appropriate facility under our scheduling and control and management so that we can optimize your learning while you are here. I hope the day is not far from our asking you to support us in our efforts to achieve that facility. We look forward to that day.

You've heard some terrible poetry, and I am appalled at your desire to have it reproduced and distributed. In any event, it will be done. I am not sure whether it will be done in the Cottonboll or whether it will be mailed in a plain brown paper wrapper.

I do want to say something about Alice Ihrig's presentation last night. My field of study is the institution of higher education. Jacques Barzun said that the institution of higher education is now a residual institution meaning by that, that society expects it to solve all of its problems. That seems to me an unfair burden for society to expect the colleges and universities to assume. But I found out by listening to Alice Ihrig last night that the residual institution is the public library. And the the library can, and will solve almost all of society's problems.

That happy thought reminded me of one of my favorite authors, Charles Schultz. He is a good author for me because he uses so many pictures. He is known for a statement, "Happiness is a warm puppy." I've always wondered what makes the puppy warm. Last night it was suddenly clear to me that libraries make the puppy warm. This morning I found out that apple fritters might do the same thing.

I generally don't tell stories or jokes. Dr. Bramlett tried to find one about librarians yesterday, and he had a difficult time doing it. Our next speaker is a man of the cloth. I do know a joke about preachers. Our speaker doesn't know me; he doesn't know what I'm going to say in my introduction, but he gets the last stand at the plate, so I will be on the receiving end later if he feels that is necessary.

I heard this story in this room some time ago told by a resident of our speaker's city, Opelika. He remarked that two young boys were growing up together and were very close friends. There was a primary difference between them. One was being brought up in a Catholic family and the other in a Methodist family.

The two boys spent a great deal of time together, but on Sundays they separated and went their own ways. But, they took exception to that separation and their families worked out a plan whereby the two would attend each other's church on alternate Sundays.

First they went to the Catholic church, and the young Methodist was quite unacquainted with the, shall we say the splendor, of the Catholic church, very unfamiliar with it. But the young Catholic boy instructed him and explained all the ritual. The next Sunday they went to the Methodist church which had a rather sedate atmosphere, almost severe. There was not much to explain about the responsive reading and there was nothing that seemed great adornment until finally the preacher reached into his vest pocket and pulled out an enormous gold pocket watch.

He popped it open, looked at it, and put it down on the pulpit. The Catholic boy's eyes had been caught, he turned to the Methodist boy and said, "What does that mean?"

The young Methodist said, "Not a damn thing."

So with that, let me bring to you a trustee of Mercer University where Bob Baggott earned his Bachelor of Arts Degree. He then went into the Army for three years and then to Southwestern Baptist Theological Seminary. In 1959 he received his Bachelor of Divinity Degree and then went to Florida where he was Associate Pastor of the First Baptist Church in West Palm Beach. In 1961 he traveled to Newnan, Georgia, where he served as pastor of the First Baptist Church. From Newnan he has come to Opelika where he has been since 1972.

In addition to his usual and many church duties, he performs a goodly amount of civic services, as all of you do. Among other offices, he is Chaplain of the Alabama State Patrol and of the Alabama Cattlemen's Association. He is a director of the Opelika Rotary Club. It is my pleasure to have him here. I know you will enjoy his remarks.

Thank you, Dr. Matthews. I noticed some folks got up when you said we'd come to the preacher's time. I'm taking out my Timex and I'm going to lay it here, but like some of you, I want to know how the football game is coming out. I am anxious to find out. I'll be very honest with you. I baptized twelve of those Auburn football players last Sunday night, and I hope it helped them. It hurt me. I had to go to the doctor Tuesday with some strain. It was alright getting them down, but it was difficult getting them up.

You know we Baptists go all the way. You know I'm a Baptist, and we put them all the way under the water. That's OK. But after I got through baptizing the twelve Auburn football players and the service was over, an Alabama friend of mine--a dentist in Opelika--said to me, "When do you drain the baptistery?" I said, "In the morning, doc." He said, "Well, I want to be here to see the ring around it."

I appreciate Dr. Matthews allowing me to come. I think I've caught some of the spirit of this conference, including that of the shrimp stealers. I relate to you people a great deal and appreciate what you are doing.

I have been living in Alabama now for a little over six years. I moved here from Georgia, as Dr. Matthews said. I went three years to Georgia Tech where I was called to preach in a Calculus class. Then I went down to Mercer University where I received my degree. I have always been very faithful to the Yellow Jackets of Georgia Tech, though while I lived in the lovely little town of Newnan, I was just twenty-eight miles from Grant Field where Tech plays most of their ball games. I never missed a home game in twelve years. I was present at all the Tech games.

But after I had been pastor of the First Baptist Church of Newnan for twelve years, I needed to leave. Now you understand that. I mean it was time to go. I started what we Baptist preachers are professional at--we look for pulpit committees. Now, in our Baptist way of life a pulpit committee is used when you are without a preacher; you appoint a committee to go steal somebody else's preacher.

Finally one came. You can spot them. You see seven or eight people seated together with a frown on their faces. It's either seven or eight with ingrown toenails or a pulpit committee. One of the best ways you can pick them out is to peak during the offertory prayer. They are watching you to see if your head is bowed. You just look with one eye. That's all you have to do. Just kinda look around.

If they say anything to you about it, just simply say, "Well you know I am very Biblical and you know the scripture 'Watch and pray,'" so you keep one eye open. As a matter of fact, I usually keep one eye open all the time in a Baptist church.

Well, finally a committee came, and they invited us out to eat lunch. That's one of the fringe benefits of being a preacher. After we had finished lunch at the local Laundromat, they told me they were from the First Baptist Church of Opelika. They wanted to talk to me about being their pastor. Well, I knew where Opelika was located--being an ol' Yellow Jacket for years. I knew Opelika was hard by the campus of the "loveliest village of the plain" of Auburn.

So I said to them very quickly, even though I needed to go, "I really appreciate your coming, but I just don't believe that God is in my moving to Opelika." What I was really saying to them was this. "I don't believe I can come to Opelika and tell the War Eagles how to go to heaven." For years I had been telling the War Eagles how to go other places. So they left. They were a delightful group.

The next Sunday there was another group back from the First Baptist Church of Opelika. We went out to eat at the same Laundromat. They identified themselves not as the pulpit committee of the First Baptist Church of Opelika, but the <u>finance</u> committee of the First Baptist Church of Opelika. Friends, it is amazing how God worked through that finance committee to lead me to tell the War Eagles how to go to heaven.

We have thoroughly enjoyed living in this area and being a part of this great institution. It is always an honor to come and such a joy to be a part of this great program. I haven't said much about the program but--my, the food has been tremendous, and I hope I will get an invitation to come back real soon and be a part of this again.

I grew up in Augusta, Georgia. My daddy is an undertaker--still is. He's 76 years old. I talked to him this morning. He has three sinkings today--as he calls them. He can't tell many folks how his business is, but he can tell me. You know one day I may have a part in it. My brother, my only brother, is now a surgeon in Atlanta. Frank and I grew up in the funeral home, and after we finished our particular disciplines--Frank, med school and I, theology school, we both moved back to Augusta and worked there.

I had a little church out on the edge of town called the Little Prospect Baptist Church. Now that's better than the "No Prospect Baptist Church." Frank operated at

the local hospital. There were lots of rumors. They hurt daddy deeply. They hurt his business; hurt his pride. I could understand. How would you like to be waiting on a cab to take you to the hospital for surgery--you're standing on the corner and a black Oldsmobile goes by and the horn blows. Three guys, all seated in the front seat, wave at you. And, you recognize your doctor, your preacher, and your undertaker. Down inside there is a voice which says, "Wonder if they are talking about me?"

I grew up in the funeral home. I learned a lot of things growing up in a funeral home. I have a book coming out. You may want your library to purchase this book. It's entitled "Born in a Funeral Home." In that book I'm going to simply share the things I learned growing up in a funeral home--things like--well, I have a chapter entitled "Be Careful Where You Lie Down." You just don't go in and flop down if you live in a funeral home. They may take you for granted or something like that.

But I grew up in a funeral home and really enjoyed it. People ask me all the time, "Did it stunt your personality growing up there?" I think not. I think the only thing that really bothered me was nobody would come to my "spend the night" parties. You know, after the game on Friday, I'd say, "All right guys, come on over to the house. Mamma's gonna have oysters, and we'll just spend the night." But nobody would ever come. We had room for them. As a matter of fact we had a room for each of them--curtained off. We could have put down their names and what time to wake them up. But they never would come to my slumber party.

My daddy is a very optimistic guy. I wish you knew him. He would enjoy being here with you today. I carried him up to Greenville, South Carolina, a few months ago. I spoke to the old age convention of South Carolina sponsored by the South Carolina Parks and Recreation Society. You had to be 80 to get in. They met in Cleveland in Greenville, if you are familiar with the Palmetto State. They met in a roller rink. Daddy loved it.

I flew into Augusta, and we drove up in the flower car to Greenville. Daddy loved it. He stood at the door and gave out his cards as people came in. He asked me the other day, "When are we going back to another one of those 'old age conventions?'" Daddy is an optimistic guy.

My mother, I wish you knew my mother. She is a very tactful individual. I like to think I got my optimism from Dad, who has his problems, like you do. My dad's main problem is how to keep from smiling at a $10,000 funeral.

But anyway, my mother is a very tactful individual, and I like to think I gained some of my tactfulness from her.

I grew up during the depression. Things were tough then--at the storekeeper's home, on the farm, at the mill, in the funeral home. Folks didn't die in 1932. You go

out to the cemetery when you get home and see how many folks were buried in 1932.

Well, to make a long story short, one Sunday morning I got up and went to the kitchen. Mother had taken out chicken for lunch, and I like chicken. If you are a Baptist preacher, you had better like chicken. Notice that I am the Chaplain of the Alabama Cattlemen's Association.

Well, they call chicken the "gospel bird." Why do they give preachers chicken all the time? By Thursday night of a revival you feel like crowing.

Anyway, Mother had taken out five pieces of chicken. That was alright because there were five of us. We went to Sunday School. We always went to Sunday School and always stayed for church. Daddy did and we did. Undertakers like to get along with preachers. Preachers give them referral business.

And Daddy did what he did so often, he invited the preacher home to eat with us. I liked the preacher; we had a nice preacher. He had a nice wife; her name was Hazel. They had a little boy; I didn't like him--a little ol' fat preacher's boy. I never did like him. His name was Jules. I often wonder what happened to Jules. I never did like him.

Now, I wondered what Mother would do because she now had eight folks for lunch and she only had five pieces of chicken. Well, it didn't take me long to find out. On the way home Mother turned around to the three of us kids--we were in the back of the flower car, and said, "Remember, kids, you don't like chicken."

Well, Mother passed the chicken. Susie said she didn't like chicken. Frank, he lied--he's a Methodist now; he said he didn't like chicken. I said I didn't like chicken. So I sat there and watched that fat preacher's boy eat my chicken. Now the only consolation I had was the fact I knew Mamma had baked an apple pie. My mamma, like all mammas, can bake an apple pie. I said to myself, "I didn't get the chicken, but I'm gonna get the apple pie."

Well, in a little while Mamma came through the swinging doors. All funeral homes have them. She had the pan over where I could see it. She had the pie sliced five ways. I said to myself, "Well, I didn't get any chicken, but I'm gonna get the apple pie." Now, I want you to listen to the tactfulness of my mamma. She said, "All right now, all of you who didn't eat your chicken, don't get any apple pie."

I have been thinking about this appointment and the courtesy of Dr. Matthews and the wonderful way he informed me about your purposes. He sent me the book of proceedings from last year's program. I want you to know I read it from cover to cover and got a great deal out of it. I am looking forward to seeing this talk in print. Anyway, I--that will be a challenge to your department, I will assure you. But anyway, I thought about libraries. I remember when I selected a theological seminary, my pastor said to

me, "Select a seminary with a strong library."

I think I did. The Southwestern Seminary in Ft. Worth has the largest evangelical library in America. I think about my college and the library there and the interest that I had in that library. And, I think about the library back in high school where I met my girl during lunch period. All in all, I could go back.

But what I am trying to say is that I tried to listen to my "roots" in the area of life you and I are involved in because as a minister the libraries and their books are a part of my discipline also. I thought about listening to my roots and what the library has taught me. You know we all need to listen to our roots.

I guess we have all been reminded of this lately by Alex Haley's book. I read another "roots" book a couple of years ago. I don't know if you have read it--The Roots of American Order by Russell Kirk. Besides the Bible, it is the greatest book I've ever read--The Roots of American Order by Russell Kirk. Every person in a place of leadership ought to read it.

Listen to your roots. Listen to your roots in God.

Well, you knew I'd get around to that. You probably think I'm going to have an offering. I'm not going to have an offering. Dr. Matthews said we probably wouldn't get the plates back. I'm going to have an invitation to join, but no offering.

But, listen to your roots in God. We all need to do that, don't we? I appreciated the blessing that was said a few moments ago, and the way this meeting started. For all of us need to listen to our roots in God. In the type of society we live in sometimes it is difficult for folks to do that. You and I need to do it more often perhaps than we do.

Victor Hugo wrote a book in which he talked about Napoleon's fall. He asked, "Why was Napoleon defeated?" One defeat was by Blücher; a second at Waterloo. Victor Hugo said that Napoleon was defeated at Waterloo primarily because he embarrassed God. I believe that. I don't believe that people today will follow the leadership of those who ignore the ethical and moral teaching of the prophets and of Jesus Christ. I don't believe they will.

My rich brother Frank has a home in north Georgia, and I mooch off of him when I can. We were up there a few weeks ago. Dad was there. He had a sinking in the area and came by. Frank said one afternoon, "Let's go mountain climbing." I don't do a lot of mountain climbing; Frank is an avid mountain climber. Dad doesn't climb mountains much--a few "Boot Hills."

But I don't do much mountain climbing, so we climbed Mt. Oglethorpe in north Georgia--a pretty high mountain, at least for me. We were going up, you know you climb a while and level off, and I'd say, "Are we there, Frank?" He'd say, "No." We'd climb

a little longer. "Are we there?" "No."

We'd climb a little longer. Finally Dad said to him, "Son, how will we know when we reach the top?" The answer was, "When we start down the other side." That's true, you know. It happens so much in our society. People who are successful like you sometimes fail to realize when you stop climbing you start down the other side. The only way we can keep climbing is to listen to our roots in God. Let me go on.

Listen not only to your roots in God but listen also to your roots in your best selves. My, we all have those best selves. Most of us have put our best foot forward this weekend. We all have things that have been taught us by mom and dad and granddad and grandmamma, maybe a preacher or teacher along the way. We all have learned things in a library such as the one where you serve now. It's a treasury that we find there. But we all have our best selves. We need to listen to our best selves.

I know there are many interpretations that can be given to those forty days that our Lord was in the wilderness. I know that he listened to the Spirit of God. I believe that with all my heart. But I think he also, while he was there, listened to his best self--to things that had been taught him by Mary and Joseph and from his training in the synagogue. And, maybe things from the neighbor down the street or the grandmamma that he knew. Listen to our roots in our best selves.

My daddy is a great ghost story teller. If you have never heard a ghost story on the back porch of a funeral home on a rainy night, Friend--you ain't never heard a ghost story.

Daddy would say the ghost is in the coffin house, and--Friend, I knew he was there. It scared me literally to death. He'd always end those ghost stories by jumping at you, and saying, "Wooly, wooly, wooly, wooly!"

Well, I don't believe in ghosts. I'm not afraid of spooks. I'd walk through the Auburn city cemetery tonight for ten dollars. It wouldn't bother me at all.

Dad still tells those ghost stories. While we were up in the mountains, he told the stories to his grandkids. Just "wooly, wooly, wooly," scaring them to death. Well, I'm not afraid of ghosts.

When I go away at night and come back into Opelika, I always go by the church. There are a number of reasons for it. Number one is to see if it's still there. You know, the Catholics might have bought it or something like that. Number two is to see if I'm still pastor. It's out there on the bulletin board, "R. T. Baggott , Pastor." Number three is to see if any lights are on.

As I drove by one night, I saw a light on the third floor, and I said, "Well, nobody's gonna know about that." Now I knew one of my deacons might be coming in around 3 a.m. and might see that light and get on me about it. So I backed up, got

out, opened the front door--didn't turn on any lights, and walked down the corridor of the sanctuary and up the stairs to the third floor, flipped the light off, and went back down. As I went back through the sanctuary, it was really dark with only the lights from the ABC Store shining through the stained glass windows.

The Lee County Courthouse clock was striking twelve; it was 12:20 then, but that was pretty good for our courthouse clock. It was dark, no one was there, and--Friends, I felt a cool breeze against my cheek and I heard a voice from the balcony say, "Wooly, wooly, wooly!" I didn't hesitate a second. I ran out, jumped into my car, and took off! Listen to your roots in your best self!

One last thing and I will be through. I bet you're saying, "Yeah, I'll bet." One last thing. Listen to your roots in other people. Hasn't this been the real purpose of this meeting today? And of other conferences you have been involved in? To listen to these who lead you in this particular area, and then to simply share with one another concerning community and family and God, and all of the other things that make life the thrill that it is for us. Listen to our roots in other people.

My undertaker daddy taught me a lot. He taught me how to dig a grave and all that. But one of the greatest things he ever taught me was, "Son, you will never meet a man who can't teach you something--whether he be the hitchhiker at the Roho Drive-In or the President of the Birmingham Country Club. You will never meet a man who can't teach you something." That is true. If only we will listen to our roots in other people.

You know, the reverse is also true. We have so much that we can share with others. All about us in our world there are people who are hurting. You know that. People who are disappointed in the things of life.

We have an airline which flies into the Auburn-Opelika International Airport, three flights a day. It's called "Tree-Top Airline." It may spray a crop in Randolph County on the way to Atlanta; but we fly it, and it is a blessing to those of us who travel. Of course, you have to go to Atlanta. Now I don't mind going to Atlanta. Many people gripe about going to Atlanta. I like to see the people there. I just like to sit and see how they're dressed. You don't see that on the court square in Opelika.

I was up there the other night when a bunch of guys came through with platform shoes and purses over their shoulders. I was gonna say something to them until I found out it was the Alabama football team.

You catch our little airline at gate 35. I was waiting around there about 8:30 one night waiting on the last flight, and I walked around that big mezzanine you've seen there. There's a big escalator that goes up--I've never been up that escalator, but they tell me evil spirits can be bought up that escalator.

My Baptist men don't go up that escalator either; there's some steps in the back

they use. I've never been up that escalator.

There was a little boy standing at the foot of the escalator and crying. He was about six years old; I have a little girl seven. I went over and said to him, "Son, can I help?" He said, "No, sir." I said, "Son, are you lost?" He said, "No, sir." I said, "Are you hurt?" He said, "No, sir." That old escalator was going round and round. I said, "Well, son, you're crying. What's wrong?" He looked at the escalator and said, "Sir, I'm waiting on my chewing gum to come back."

There are a lot of folks like that who are waiting on their chewing gum to come back. We need to listen to these people.

I like the story of Dr. Basil Matthews, a great preacher from times past. He was standing one time in New York on the corner of 42nd and Broadway, one of the busiest intersections in the world--he and a new member of his congregation, a young boy who had grown up on an Indian reservation in South Dakota and who had trained at the University of Redlands as a lawyer. He and the preacher had had lunch together. They stood in front of the door of the restaurant before going their separate ways.

As they stood there with the noise, the planes for La Guardia, the subways, the taxicabs, the people; the young Indian boy said to his preacher friend, "I hear crickets." The preacher said, "That's impossible here in the middle of Manhattan. I know you're an Indian who was raised on a reservation, but there is no way you can hear a cricket." The young Indian boy went about thirty feet to one of those potted plants at the entrance to one of those subways. He felt around a few moments and came back and between his fingers was a little black cricket.

He showed it to the preacher who said, "I'm amazed. Out here with all the noise, all the planes, the subways, the cars, and the people that you could hear a cricket."

The young Indian boy took out a coin and in front of the people passing by he flipped it out on the sidewalk. When it hit, every man stopped. Then the Indian boy said, "Dr. Matthews, always remember that people hear what they are listening for."

Listen to your roots in God. Listen to your roots in your best self. Listen to your roots in other people. I think it is a part of the trusteeship and a part of your responsibility--the part that you play in your community.

You are a great group. I could tell that I'd love to be with you a while. I want to close in this way. You may remember these words of Albert Camus. I wish they were mine. I'd like to claim them; but I can't. Do you remember these words he wrote in parting--and I mean it when I share it with you today, "Don't walk in front of me. I may not be able to follow. Don't walk behind, I may not be able to lead. Just walk beside me, and be my brother and sister."

Congratulations on what you are doing and what you mean to my state.

IN CONCLUSION

Dr. Nancy Bush, Head, Department of Educational Media, Auburn University

I would have to follow the Reverend Baggott's "Saturday Special." Well, now it is time for the wrap-up or conclusion.

All right. Who runs your library? Yesterday, after you came and checked in and had a coke and coffee, Maury Matthews called us to order and we settled down. Dr. Bramlett welcomed you to Auburn University and in clear language he specifically documented this institution's commitment to excellence--excellence in teaching, research and service. Dr. Bramlett's particular responsibility is excellence in continuing education based on quality instruction, learning research and evaluation.

Next I tried to get you to let down your hair a little bit; to get acquainted. We had you up on your feet; you met your fellow Trustees. We found out that everybody has a problem of money, that we have mutual problems.

Then Mrs. Harrison greeted us from the Trustees and Friends Division of the Alabama Library Association. Next came Bill Highfill who encouraged, as a matter of fact, he enticed us to join the Friends and Trustees Division of the Alabama Public Library Service. He reviewed the gains that Alabama public libraries have made over the past five years. He urged all of us to review or reread the systems study and to promote that systems study everywhere we go.

Then Tony Miele spoke about this workshop, its predecessor and the hope that he and his staff have to provide two sessions in two different parts of the State for the annual Trustee workshop beginning next year. He explained to us the governance of the APLS, which is a coordinating and consulting agency for public libraries. APLS provides service to the legislature; it promotes cooperative ventures in all types of libraries. He told us that he and his staff are charged with developing systems so that you have all types of libraries working together. He emphasized the slogan, "Libraries exist to serve people and not the other way around." People do not exist to serve libraries. He stressed the importance of SOLINET especially in that it releases staff to interact one-to-one and to provide for the needs of patrons. He introduced the APLS staff

members and they commented on their responsibilities.

Mrs. Cummings, assistant director of APLS, stressed again that APLS supplements and compliments other State agencies. She demonstrated this by bringing to our attention the interlinking of APLS with projects involving Troy State University and the National Endowment for the Humanities. She told us they have a new humanist in residence. She elaborated on the Governor's Conference, urging us to encourage the people of Alabama to speak up on what the needs are for library services in all types of libraries in the State of Alabama.

Next, Sue Medina, research and statistics consultant, said she provides liaison with public libraries. She helps in programs and management of programs and management of libraries. She helps libraries with objectives, assessment and reporting. There were some comments about this being the time for annual reports. She consults on grants and she mentioned joint projects with the University of Alabama for the development of models for the extension of library services. This means you are going to have criteria and standards.

Miriam Pace who is charged with the responsibility of the management of services for the blind and handicapped made a plea for each one of us to go back to our communities and identify those persons who could best benefit from any of the services provided by the library for the blind and physically handicapped. She showed us new cassettes which would provide six hours of textbook reading. She talked about a talking communicator, a speaking calculator, and she spoke to us in sign language.

Pat Warner, the new consultant for public relations and information, told us about all the wonderful tools she has and that she will be in contact with us to provide her with news for the publication The Cottonboll.

Bob Schremser, consultant for institutions and networks, spoke about the benefits of automated circulation systems and what they could do for us statewide. He told about his hopes for a Union catalog for the whole state which is being piloted in the Birmingham area now. He again stressed the Governor's Conference. He talked about the exciting work going on in prisons and mental hospitals.

Ed Ward is a man after my heart because back in 1960 at Miami-Dade with cumbersome computer facilities, we thought we were doing real great. We could batch 7,000 transactions and get them cleared in one hour. We thought we were terrific, way back in 1960. Ed told about the service aspects of computer utilization, and demonstrated how they could help us do our job easier and better. He reminded us that we can buy materials automatically, we can do our records-keeping automatically, we can manage film collections, and we can catalog by computer.

Next, Alice Stephens, consultant for cataloging, stressed the benefits of networks. She told us how SOLINET helped her particularly. She talked about the fiche catalog at the state agency. She talked about a joint project in cataloging books between public libraries and the community colleges.

Next, Amalia Harrison told us about the reference problem of getting the words to the Chiquita Banana song, and some other fun questions her staff answers. She also mentioned the reference service provided to our legislators and state employees.

Then came Bill Crowley who is, I confess, my favorite consultant at APLS. He works on my committee for continuing education. I see him often and he is a real jewel. Bill, as consultant for continuing education, does a lot of planning. He consults with several regions; he is responsible for the intensive library seminar carried on through the continuing education division of the University of Alabama. In case you don't know, that is that other school in this state. He also talked of the management of awarding of professional scholarships.

Then we had Mrs. Ihrig. I know her better as Alice. I've had continuing education with Alice through ALA, and that dates back several years. We won't tell you how many. Her topic was "The Trustee." You know what she said we were. We are creative decision-makers. We aren't just plain ol' trustees, we are creative decision-makers. She reaffirmed for us that libraries are good. They contribute to the quality of life. She noted that technology is a blessing, an exciting blessing. She said trustees are part of the political process, and she reminded us that politicians are also nice, good people. Get to know them and you will find that out.

She said we need to find changing needs. To find this out we can go to planning agencies. We can no longer provide conventional service in an unconventional world. We cannot be everything to a community. She told us to tailor our ways of doing things. We need to use clear, systematic ways of operating, to get input from our librarians and to expect input from every trustee who interacts with the community. She told us TV, newspapers, and radio are not enough to gain support. We must reach out one-to-one. Each one telling one, no matter where you are--on the train, the plane, at church. You must sell the library constantly. You sell it's purpose. Get people into the library and make sure they receive something there that is exciting.

She told us we need layers of understanding. She told us there is excitement in libraries: the very idea that we can check out videotapes and other formats. She told us we have some things on our side, that we are working with a deep down belief that "libraries are good, great; libraries are the center of a community." Again she urged us to get our friends and members of your community to a board meeting. Let them find out that the library is a whole, that it is a full circle. Libraries are saleable,

they are saleable by word of mouth. Libraries are caring, yes, they are the warm puppy. They care about people and always remember, trustees, that you are the part that improves them.

This morning after a very good breakfast, with apple fritters and honey, Ernie Laseter spoke to us about state and federal aid. He stressed to us that such aid is supplementary. It doesn't substitute for anything. It is an add-on. He spoke of the success of the Louisiana legislative network, that people can make a difference. Legislators can be manipulated; they can be pressured and we can do it.

He told us that federal aid promotes and strengthens local money. He said that state aid helps us strengthen regional and county service, that state libraries exist to help strengthen libraries. He mentioned again that Alabama's gain in state aid has been from 5¢ to 40¢ per capita. He also noted that he is charged with providing state aid to agencies that do the best job of planning and using money according to standards and criteria. This deals with the five-year plan you are working on.

After Ernie Laseter, we heard Dr. Criss who discussed the legal environment. He said we have both the responsibility and the authority to operate libraries. He made it very clear we must use parliamentary procedure. We must keep clear minutes. We must maintain a complete set of books. We must honor labor laws. We must operate under affirmative action and economic opportunity. Whether we like it or not, we are in the business of lobbying. Every board member must lobby. They must lobby their city government, their county government, their council or commission, and they must lobby legislators.

He told us we must promote libraries and librarians. We must operate in the sunshine. We must hold no secret meetings unless a person's character is under discussion. He told us we are not covered by the ethics law. He differentiated between and among malfeasance, misfeasance and nonfeasance.

Then Dr. Carl Grafton discussed the financial environment. He told us we are much like corporate representatives as he stressed how competitive we must be to get the largest cut of the financial pie. He told us to look at our budgets in several respects; they have multiple purposes. We use the budget to secure funds. We use it as a management tool for planning efficient expenditures. We also use it for justification. Another word for justification is a very nasty term to some of us; it is called accountability. It is a plan we can use to justify our request for money, our request for state aid. He described the budget another way; he said the budget is an execution of your policy. He urged us to chart out our needs for our population group and then to develop programs to fill those needs.

Next we heard Alice Ihrig on "Trustee and Policy." She interpreted policy in several ways, and she had us define policy. She said, "Don't copy;" she said, "Use research materials and come up with a policy manual that suits your own community." She spelled out Trustee responsibilities in several areas: selection, censorship and personnel. She differentiated between policy and procedure.

In my group she went into some detail with us about job descriptions, and about opening your meetings and taking the minutes. She said never have the librarian take the minutes. She suggested we guard against emotionalism about issues.

That reminded me of an experience I had about ten years ago. We had open meetings then. This was a very difficult time in Jacksonville, Florida. This was the time of violence on the streets. I was representing the library in court in a case the White Citizens Council brought against the library. The leaders of the Council scheduled our meeting room. Now, since it was policy that everyone could use the meeting room, their request was processed with no second thought. It was posted and published in the paper. Every liberal group in the city of Jacksonville was down our throats. Our own staff was demoralized. It took a lot of self-learning within, internally, to recognize that if they believed in being liberal, regardless of what the White Citizens Council believed in--regardless of the fact that we were in court defending ourselves against the White Citizens Council, they had to use that room and be treated with dignity and honor. It can be tricky.

She advised us to update our policy. She told us when we were selecting books we were really censoring and to understand that fully. She told us to have "think-tank" sessions, "brainstorming" sessions. She told us to use the talent we had to draw in the talent from the community. She also mentioned again having open meetings. Do what you can do and do it well; again, don't try to be everything to everybody. Alice, did I leave anything out?

I don't think I need to review what Tony said to you while you were still enjoying your dinner, or Maury or Bob Baggott. So now I have my little send-off for you.

There is a graduate of Auburn University who has a slogan going around the State, "It's time for a new beginning." It's time for a new beginning for trustees to get out there and tell it one-to-one at the "grass roots," and beyond. It's time to be aggressive; assertiveness sounds better than aggressiveness. Clout sounds pretty good and it is an "in" term, but it really means power. You have the power. Look at the power that an Auburn graduate developed throughout the State with "a time for a new beginning." Now I don't care if you graduated from Auburn or not, you are here at Auburn and you know we're pretty terrific. You've got to be pretty terrific to be a trustee. You can go back and begin your new beginning for support for libraries and feel great as a trustee.

Do come back to Auburn, "the loveliest village of the plain" that gets lovelier every day. You are always welcome.

Thank you.